Regional Municipality of Waterloo

Consolidated Council Agenda

Wednesday, June 25, 2014

Closed Session 6:15 p.m.

Waterloo County Room

Regular Meeting 7:00 p.m.

Regional Council Chamber

150 Frederick Street, Kitchener, ON

*Denotes Item(s) Not Part of Original Agenda

1. Moment of Silence

2. Roll Call

3. Motion To Go Into Closed Session

That a closed meeting of Council be held on Wednesday, June 25, 2014 at 6:15 p.m. in the Waterloo County Room in accordance with Section 239 of the Municipal Act, 2001, for the purposes of considering the following subject matters:

a) proposed or pending litigation and receiving of legal advice that is subject to solicitor-client privilege related to a matter before an administrative tribunal

b) receiving of legal advice subject to solicitor-client privilege and labour relations related to a matter before an administrative tribunal
4. **Motion to Reconvene Into Open Session**

5. **Declaration of Pecuniary Interest Under “The Municipal Conflict of Interest Act”**

6. **Presentations**

   a) Ontario Heritage Trust awards

   1. Lieutenant Governor’s Ontario Heritage Award for Lifetime Achievement – Kenneth McLaughlin
   2. Ontario Heritage Trust Certificate of Lifetime Achievement Award – Marion Roes
   3. Ontario Heritage Trust Community Recognition Award, Built Heritage – Donna Kuehl
   4. Ontario Heritage Trust Community Recognition Award, Cultural Heritage – Pauline Todkill
   5. Ontario Heritage Trust Community Recognition Award, Natural Heritage – Ed Denis
   6. Ontario Heritage Trust Community Recognition Award, Natural Heritage – John Tennant
   7. Ontario Heritage Trust Community Recognition Award, Natural Heritage – Irene Thurston
   8. Ontario Heritage Trust Community Recognition Award, Young Heritage Leaders – Krista Stemmler
   9. Ontario Heritage Trust Community Recognition Award, Small Group Project, Built Heritage – Friends of the Waterloo Region Museum
   10. Ontario Heritage Trust Community Recognition Award, Small Group Project, Cultural Heritage – Waterloo Region Hall of Fame
   11. Ontario Heritage Trust Community Recognition Award, Small Group Project, Natural Heritage – Huron Heights Secondary School

   b) Senior of the Year Award – Ed Denis

   c) 2014 National Urban Design Award, Certificate of Merit: Region of Waterloo Central Transit Corridor – Community Building Strategy

   - Presented by Les Klein, Royal Architectural Institute of Canada, Mark Seasons, Canadian Institute of Planners Council and Robert Norman (note name change), Canadian Society of Landscape Architects

7. **Petitions**

1656855
8. **Delegations**
   
a) Tova Davidson, Executive Director, Sustainable Waterloo Region, Re: Annual Update and Year-end Report

* b) Harald Drewitz, Kitchener, Re: F-14-074/CA-14-006 (Item #3 on A&F Summary)

9. **Minutes of Previous Meetings**
   
a) Closed Council – May 7, 2014
b) Closed Council – June 4, 2014
c) Administration & Finance Public Input – June 4, 2014
d) Council – June 4, 2014
e) Closed Committee – June 17, 2014
f) Planning & Works – June 17, 2014
g) Community Services – June 17, 2014
h) Administration & Finance – June 17, 2014

10. **Communications**

11. **Motion To Go Into Committee Of The Whole To Consider Reports**

12. **Reports**

   **Finance Reports**
   
a) **F-14-075**, P2014-15 Supply of Secondary Clarifier Mechanisms, Kitchener Wastewater Treatment Plant

b) **F-14-076**, P2014-26 Supply of Tertiary Disk Filters, Kitchener Wastewater Treatment Plant, City of Kitchener

c) **F-14-077**, P2014-23 Supply of Biotrickling Filters, Preston Wastewater Treatment Plant, City of Cambridge

d) **F-14-078**, P2014-24 Supply of Primary Clarifier Covers, Preston Wastewater Treatment Plant, City of Cambridge

e) **F-14-079**, C2014-15 Consultant Selection for Foxboro Wastewater
Treatment Plant Upgrades, Township of Wilmot

f) F-14-080, P2014-25 Transportation Feeder Service (busPLUS) 16

g) F-14-081, P2012-18 Wheelchair Accessible Mini Buses 18

h) F-14-082, P2014-07 Janitorial Services at Regionally Operated
   Children’s Centres 20

i) F-14-083, T2014-143 Designated Substance Surveys for Waterloo
   Region Housing Properties 22

j) F-14-084, T2014-119 Adapted Bus Rapid Transit (aBRT) Central
   Transit Corridor Improvements, Cambridge, ON 25

k) F-14-085, P2014-01 Electronic Fare Management System (EFMS) 28

l) F-14-086, CT2014-04 Wireless Devices 42

m) F-14-087, Federation of Canadian Municipalities Debenture Issue 44

Committee Reports

a) Closed Planning & Works - attached & marked CPS-140429 47

b) Planning & Works – attached & marked PS-140617 49

c) Community Services – attached & marked SS-140617 69

d) Administration & Finance – attached & marked FS-140617 71

* e) Economic Development & Promotion – attached & marked EDS-140625 (to be provided at meeting)

Chief Administrative Officer

* a) CA-14-007, 2014 Organizational Structure Review 73

Regional Chair

Regional Clerk

13. Other Matters Under Committee Of The Whole

14. Motion For Committee Of The Whole To Rise And Council Resume

15. Motion To Adopt Proceedings Of Committee Of The Whole

1656855
16. Motions

17. Notice of Motion

18. Unfinished Business

19. Other Business

20. Questions

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

   a) A By-law to authorize the borrowing upon amortizing debentures in the principal amount of $2,000,000 for a capital work of The Regional Municipality of Waterloo

   b) A By-law to Limit Tax Decreases For Properties in the Commercial, Industrial and Multi-Residential Classes in the 2014 Taxation Year

   c) A By-law to Expropriate Certain Lands for the reconstruction of Franklin Boulevard between Pinebush Road and South of Bishop Street & North of Clyde Road and South of Main Street, (Regional Road 36), in the City of Cambridge

   d) A By-law to Expropriate Certain Lands for the Purpose of Part of Phase 4 of Stage 1 of the Rapid Transit Project for Property and Interests necessary for Light Rail Transit as well as Road Improvement Works approved for Northfield Drive East in Waterloo, all in the Cities of Kitchener and Waterloo, in the Regional Municipality of Waterloo

   e) A By-law to Amend By-law 14-002, a By-law to Establish Fees and Charges for the Regional Municipality of Waterloo (Child Care)

   f) A By-law to Confirm the Actions of Council – June 25, 2014

22. Adjourn
Region of Waterloo
Finance Department
Procurement & Supply Services

To: Regional Chair Ken Seiling and Members of Regional Council
Date: June 25, 2014  File Code: F18-40
Subject: P2014-15 Supply of Secondary Clarifier Mechanisms, Kitchener Wastewater Treatment Plant

Recommendation:
That the Regional Municipality of Waterloo accept the proposal of Ovivo USA, LLC, for the Supply of Secondary Clarifier Mechanisms in the amount of $1,625,656.42 including all applicable taxes.

Summary: Nil

Report:
Proposals were called for the Supply of Secondary Clarifier Mechanisms, Kitchener Wastewater Treatment Plant (WWTP) and were advertised in the Record, Daily Commercial News, on the Ontario Public Buyer’s Association website and on the Region’s website. Four proposals were received but only two proposals met the minimum technical requirements and were opened in the presence of M. Darmalingum, J. Ing, and J. Markovic. The following proposals were received:

Ovivo USA, LLC  Salt Lake City, Utah  $1,625,656.42
Evoqua Water Technologies Ltd.  Markham, Ontario  $1,915,350.00

The proposals were evaluated using pre-determined technical criteria which included pass/fail criteria, compliance with technical specifications, completeness, professional and technical staff experience, vendor experience with similar equipment and projects, availability of spare parts and price.

The proposal submitted by Ovivo USA, LLC obtained the highest overall score at the lowest cost. All prices quoted are in Canadian dollars.
The Region is implementing a program of upgrade projects at the Kitchener WWTP to provide reliable and efficient operation in the long term, and improve Grand River water quality through improved effluent quality. The Region’s engineering consultant is currently proceeding with the detailed design for the new Headworks and Secondary Treatment Upgrades, which include clarifier mechanisms for the new secondary clarifiers. The secondary clarifier mechanisms must be pre-selected now in order for the consultant to complete the detailed design to accommodate the selected equipment and to ensure that construction can proceed in a timely manner.

The selected secondary clarifier mechanisms will be incorporated by means of a Novation Agreement into the future Headworks and Secondary Treatment Upgrades general construction contract at the Kitchener WWTP.

An application for Environmental Compliance Approval of the Headworks and Secondary Treatment Upgrades will be submitted to the Ministry of Environment (MOE) once final design is completed.

Subject to Council and MOE approvals, construction work under the general construction contract for the new Headworks and Secondary Treatment Upgrades is currently expected to commence in March 2015 with completion expected in January 2017. Delivery of the Secondary Clarifier Mechanisms is planned for January 2016.

**Corporate Strategic Plan:**

Award of this contract meets the Corporate Strategic Plan objective to protect the quality and the quantity of our drinking water sources under Strategic Focus Area 1 Environmental Sustainability.

**Financial Implications:**

\[
\begin{align*}
\text{P2014-15} & \quad \$1,625,656 \\
\text{Less: Municipal Rebate of 86.46\% of HST (11.24\%)} & \quad (161,702) \\
\text{Total} & \quad \$1,463,954
\end{align*}
\]

The approved 2014 Wastewater Capital Program includes funding of $307,842,000 for the Kitchener WWTP upgrades between 2014 and 2023 (project #08797), to be funded from the Wastewater Reserve Fund and the Development Charge Reserve Fund. The budget includes an allowance of $1,600,000 for the supply of the Secondary Clarifier Mechanisms. The cost of the recommended Secondary Clarifier Mechanisms is approximately 8.5\% below budget.

The final date of acceptance for this proposal is August 12, 2014.

**Other Department Consultations/Concurrence:**

Nil
Attachments:

Nil

**Prepared By:** Lisa Buitenhuis, Acting Director, Procurement & Supply Services

**Approved By:** Craig Dyer, Chief Financial Officer
Region of Waterloo
Finance Department
Procurement & Supply Services

To: Regional Chair Ken Seiling and Members of Regional Council

Date: June 25, 2014  File Code: F18-40

Subject: P2014-26 Supply of Tertiary Disk Filters, Kitchener Wastewater Treatment Plant, City of Kitchener

Recommendation:

That the Regional Municipality of Waterloo accept the proposal of Aqua-Aerobics Systems Inc. for the Supply of Tertiary Disk Filters, Kitchener Wastewater Treatment Plant, City of Kitchener in the amount of $3,719,284.26 including all applicable taxes.

Summary: Nil

Report:

A request for pre-qualification for Pilot Testing, Supply and Delivery of Disk Filters for the Kitchener WWTP (PQ2013-03) was advertised in the Record, Daily Commercial News, on the Ontario Public Buyer’s Association website and on the Region’s website in May 2013. Four vendors were pre-qualified and a pilot test of the disk filters was completed at the Kitchener WWTP in September 2013. Upon successful completion of the pilot test, the pre-qualified equipment vendors were invited to submit a detailed proposal P2014-26 for the Supply of Tertiary Disk Filters, Kitchener Wastewater Treatment Plant, City of Kitchener.

Proposals were called for the Supply of Tertiary Disk Filters, Kitchener Wastewater Treatment Plant (WWTP), City of Kitchener and were advertised on the Region’s website.

Proposals were received from two of the pre-qualified vendors and opened in the presence of J. Ing, T. Brown and J. Markovic.
The following proposals were received:

Aqua-Aerobics Systems Inc.        Loves Park, IL             $3,719,284.26
Veolia Water Solutions and Technologies Canada   Mississauga, ON    $6,057,108.49

The proposals were evaluated using pre-determined technical criteria which included timing of submission, proposal deposit, financial stability, adherence to Region SCADA standards, schedule, completeness and proposal organization, agreement with commercial terms and conditions, performance/robustness, number of units/footprint, operation and maintenance considerations, project team, availability of spare parts/response time from service centre, references and price. The proposal submitted by Aqua-Aerobics Systems Inc. obtained the highest overall score.

The Region is implementing a program of upgrade projects at the Kitchener WWTP to provide reliable and efficient operation in the long term, and improve Grand River water quality through improved effluent quality. The Region’s engineering consultant is currently proceeding with the detailed design for the new Tertiary Filter Treatment Facility, which includes new Tertiary Disk Filters. A key component of the upgrade is the new disk filter tertiary treatment facility to improve phosphorus removal performance. The Tertiary Disk Filters must be pre-selected now in order for the consultant to complete the detailed design to suit the selected equipment and ensure construction can proceed in a timely manner.

Proposal P2014-26 is for the supply of the Tertiary Disk Filters, for the Kitchener WWTP. The selected Tertiary Disk Filters will be incorporated by means of a Novation Agreement into the future Tertiary Treatment Facility/New Outfall general construction contract at the Kitchener WWTP.

Corporate Strategic Plan:

Award of this contract meets the Corporate Strategic Plan Objective to protect the quality and quantity of our water sources under Strategic Focus Area 1 Environmental Sustainability to protect and enhance the environment.

Financial Implications:

<table>
<thead>
<tr>
<th>Proposal</th>
<th>Amount</th>
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<tbody>
<tr>
<td>P2014-26</td>
<td>$3,719,284</td>
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<tr>
<td>Less: Municipal Rebate of 86.46% of HST (11.24%)</td>
<td>(369,953)</td>
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Total $3,349,331

The Region of Waterloo’s approved 2014 Ten Year Wastewater Capital Forecast includes a total budget of $307,842,000 for the Kitchener WWTP upgrades between
2014 and 2023 (capital project 08797), funded by the Wastewater Reserve Fund and the Development Charges Reserve Fund. The budget includes an allowance of $3,500,000 for supply of the Tertiary Disk Filters. The cost of the recommended Tertiary Disk Filters is 4% below the budget.

The final date of acceptance for this proposal is August 8, 2014.

**Other Department Consultations/Concurrence:** Nil

**Attachments:** Nil

**Prepared By:** Lisa Buitenhuis, Acting Director, Procurement & Supply Services

**Approved By:** Craig Dyer, Chief Financial Officer
Region of Waterloo
Finance Department
Procurement & Supply Services

To: Regional Chair Ken Seiling and Members of Regional Council
Date: June 25, 2014
File Code: F18-40
Subject: P2014-23 Supply of Biotrickling Filters, Preston Wastewater Treatment Plant, City of Cambridge

Recommendation:
That the Regional Municipality of Waterloo accept the proposal of H2Flow Equipment Inc. for the Supply of Biotrickling Filters, Preston Wastewater Treatment Plant, City of Cambridge in the amount of $421,490.00 including all applicable taxes.

Summary: Nil

Report:
Proposals were called for the Supply of Biotrickling Filters Preston Wastewater Treatment Plant, City of Cambridge and were advertised in the Record, the Daily Commercial News, on the Region’s website and on the Ontario Public Buyers Association website. Proposals were opened in the presence of M. Darmalingum, J. Ing and J. McCarty.

The following proposals were received:

Evoqua Water Technologies Ltd. Markham, ON $389,115.50
H2Flow Equipment Inc. Concord, ON $421,490.00

The proposals were evaluated using pre-determined technical criteria which included pass/fail criteria, quality assurance, professional and technical staff experience, compliance with Regional standards, past experience on similar projects, schedule and price. The proposal submitted by H2Flow Equipment Inc. obtained the highest technical score, and complied with the Region’s terms and conditions, resulting in H2Flow
Equipment Inc., receiving the highest overall score. The filters bid by H2Flow Equipment are manufactured by Biorem. The Region utilizes Biorem filters at several other wastewater treatment plant facilities.

The work under this contract includes the supply of Biotrickling Filters for the Preston WWTP. The Preston WWTP, is located in a residential area at 395 Montrose Street South in the City of Cambridge, and requires upgrades to the existing odour control system to reduce odour emissions from the plant. The Region’s engineering consultant is currently proceeding with the detailed design of the odour control upgrades. Installation of new Biotrickling Filters is proposed to treat odours from both the headworks building and the primary clarifiers. The Biotrickling Filters must be pre-selected now in order for the consultant to complete the detailed design to suit the selected equipment and ensure construction can proceed in a timely manner.

The selected Biotrickling Filters will be incorporated by means of a Novation Agreement into the future Odour Control Upgrades general construction contract at the Preston WWTP.

An application for Environmental Compliance Approval of the new Odour Control Upgrades has been submitted to the Ministry of Environment (MOE.)

Subject to Council and MOE approvals, construction work under the general construction contract for the new Odour Control Upgrades is currently expected to commence in March 2015 with completion expected in January 2016. Delivery of the Biotrickling Filters is planned for July 2015.

**Corporate Strategic Plan:**

Award of this contract meets the Corporate Strategic Plan Objective to protect the quality and quantity of our water sources under Strategic Focus Area 1 Environmental Sustainability to protect and enhance the environment.

**Financial Implications:**

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<td>P2014-23</td>
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<td>(41,925)</td>
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<td><strong>Total</strong></td>
<td><strong>$379,565</strong></td>
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The approved 2014 Wastewater Capital Budget includes a total budget of $2,500,000 for the Preston WWTP Odour Control Upgrades between 2014 and 2016, funded by the Wastewater Reserve Fund and the Development Charge Reserve Fund. The budget includes an allowance of $400,000 for supply of the Biotrickling Filters. The cost of the recommended Biotrickling Filters is 5% below the budget.
The final date of acceptance for this proposal is August 21, 2014.

**Other Department Consultations/Concurrence**: Nil

**Attachments**: Nil

**Prepared By**: Lisa Buitenhuis, Acting Director, Procurement & Supply Services

**Approved By**: Craig Dyer, Chief Financial Officer
Region of Waterloo
Finance Department
Procurement & Supply Services

To: Regional Chair Ken Seiling and Members of Regional Council

Date: June 25, 2014  File Code: F18-40

Subject: P2014-24 Supply of Primary Clarifier Covers, Preston Wastewater Treatment Plant, City of Cambridge

Recommendation:

That the Regional Municipality of Waterloo accept the proposal of Greatario Industrial Storage Systems Ltd. for the Supply of Primary Clarifier Covers, Preston Wastewater Treatment Plant, City of Cambridge in the amount of $616,381.11 including all applicable taxes.

Summary: Nil

Report:

Proposals were called for the Supply of Primary Clarifier Covers, Preston Wastewater Treatment Plant (Preston WWTP), City of Cambridge and were advertised in the Record, the Daily Commercial News, on the Region’s website and on the Ontario Public Buyers Association website. Proposals were opened in the presence of M. Darmalingum, J. Ing and J. McCarty.

The following proposals were received:

Greatario Industrial Storage Systems Ltd. Innerkip, ON $616,381.11
Hallsten Corporation North Highlands, California $644,100.00

The proposals were evaluated using pre-determined technical criteria which included pass/fail criteria, compliance with technical specifications, completeness, professional and technical staff experience, vendor experience with similar equipment and projects, availability of spare parts and price. Greatario Industrial Storage Systems Ltd. obtained
the highest overall score and lowest price.

The Preston WWTP is located in a residential area at 395 Montrose Street South in the City of Cambridge, and requires upgrades to the existing odour control system to reduce odour emissions from the plant. The Region’s engineering consultant is currently proceeding with the detailed design of the odour control upgrades. Installation of new full surface covers on the primary clarifiers is required to replace the existing covers which are old and have large openings around the central clarifier mechanisms, allowing odourous air to escape into the atmosphere. The covers must be pre-selected now in order for the consultant to complete the detailed design to accommodate the selected covers and ensure construction can proceed in a timely manner.

The selected primary clarifier covers will be incorporated by means of a Novation Agreement into the future Odour Control Upgrades general construction contract at the Preston WWTP.

An application for Environmental Compliance Approval of the new Odour Control Upgrades has been submitted to the Ministry of Environment (MOE).

Subject to Council and MOE approvals, construction work under the general construction contract for the new Odour Control Upgrades is currently expected to commence in March 2015 with completion expected in January 2016. Delivery of the Primary Clarifier Covers is planned for June 2015.

**Corporate Strategic Plan:**

Award of this contract meets the Corporate Strategic Plan objective to protect the quality and quantity of our water sources under Strategic Focus Area 1 Environmental Sustainability to protect and enhance the environment.

**Financial Implications:**

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<th>Description</th>
<th>Amount</th>
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The approved 2014 Wastewater Capital Budget includes a total budget of $2,500,000 for the Preston WWTP Odour Control Upgrades (project #08323) between 2014 and 2016, funded by the Wastewater Reserve Fund and the Development Charge Reserve Fund. The budget includes an allowance of $600,000 for supply of the Primary Clarifier Covers. The cost of the recommended Primary Clarifier Covers is 7.5% below the budget.

The final date of acceptance for this proposal is August 21, 2014.
Other Department Consultations/Concurrence: Nil

Attachments: Nil

Prepared By: Lisa Buitenhuııs, Acting Director, Procurement & Supply Services

Approved By: Craig Dyer, Chief Financial Officer
Region of Waterloo
Finance Department
Procurement & Supply Services

To: Regional Chair Ken Seiling and Members of Regional Council
Date: June 25, 2014
File Code: F18-60
Subject: C2014-15 Consultant Selection for Foxboro Wastewater Treatment Plant Upgrades, Township of Wilmot

Recommendation:

That the Regional Municipality of Waterloo accept the proposal of Stantec Consulting Ltd., to provide engineering services during the detailed design and services during construction for the Foxboro Wastewater Treatment Plant Upgrades, Township of Wilmot at an upset fee limit of $428,838.77 including all applicable taxes.

Summary:

The Foxboro Wastewater Treatment Plant (Foxboro WWTP), located in the Township of Wilmot, is one of the Region’s smaller sewage treatment facilities and was constructed as part of a private development. The treatment facility solely provides wastewater treatment to the Foxboro Green Adult Lifestyle Community and has a capacity of 150 cubic meters per day.

The Foxboro WWTP plant consists of three rotating biological contactor treatment systems in two locations on site with effluent discharged to septic tile beds located throughout the development. In 2013 an improvement plan and SCADA pre-design were completed for the Foxboro WWTP that identified areas that should be refurbished, replaced and/or upgraded to address components at the end of their service life, to meet Region standards and improve treatment performance.

The engineering services required for this project will generally consist of detailed design, agency/regulatory approvals (as may be required), PLC / SCADA system integration including programming, applicable engineering studies/reports, preparation / tendering of a general construction contract, contract administration, site inspection,
equipment start-up, plant commissioning, performance evaluation and training.

**Report:**

Consultant selection proposals were called for the provision of engineering consulting services during the detailed design and services during construction for the Foxboro WWTP Upgrades, Township of Wilmot and were advertised in the Record, on the Ontario Public Buyers Association website and on the Region’s website. Proposals were opened in the presence of C. Melitzer, G. Treadwell and A. Dooling.

Six proponents submitted a Letter of Interest. The six proposals were evaluated and three proponents were short-listed and invited to submit a proposal including a detailed workplan and upset fee.

The following consultant selection proposals were received:

- CIMA Canada Inc. Vaughan, ON
- K-Smart Associates Ltd. Kitchener, ON
- Stantec Consulting Ltd. Kitchener, ON

Consultant selection proposals were evaluated based on the following criteria: project approach and understanding, experience of the Project Manager, experience of the Project Support Staff, experience on similar projects, current workload for the Region, local office and price.

When considering all quality, equity, and price factors, the submission from Stantec Consulting Ltd. received the highest score. Stantec’s upset fee of $379,503.34 plus applicable taxes was 1.8% above the average of the submissions. Stantec’s upset fee represents approximately 26% of the estimated construction cost of $1,450,000.00 for this project and is considered competitive for a capital project of this magnitude, complexity and specific project requirements. Therefore, staff recommends that Stantec Consulting Ltd. be awarded this assignment.

Subject to Council approval, detailed design will commence in July 2014 with a general contract tender in the spring of 2015. Construction will commence during 2015 with the upgrades being completed and commissioned in early 2016. Post-construction services will be provided during 2016.

The proposed upgrades are considered a “pre-approved activity” and will follow a Schedule A Class EA process. Two public information sessions will be provided to the Foxboro Green Community to keep them informed on the project. Approvals may be required from the Ministry of Environment and the Township of Wilmot prior to construction.
Corporate Strategic Plan:

The program meets the Corporate Strategic Plan objective to develop, optimize and maintain infrastructure to meet current and projected needs under strategic Focus Area 2 Growth Management and Prosperity.

Financial Implications:

<table>
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<td>C2014-15</td>
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<td>(42,656)</td>
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<td>Total</td>
<td>$386,183</td>
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The approved 2014 Wastewater Capital Budget provides a total budget of $1,850,000 for this project (#08326) to be funded from the Wastewater Reserve Fund. The consultant’s upset fee is within the budget allowance for engineering work for this project.

The final date of acceptance for this proposal is July 29, 2014.

Other Department Consultations/Concurrence: Nil

Attachments: Nil

Prepared By: Lisa Buitenhuis, Acting Director, Procurement & Supply Services

Approved By: Craig Dyer, Chief Financial Officer
Region of Waterloo
Finance Department
Procurement and Supply Services

To: Regional Chair Ken Seiling and Members of Regional Council
Date: June 25, 2014
File Code: F18-40
Subject: P2014-25 Transportation Feeder Service (busPLUS)

Recommendation:

That the Regional Municipality of Waterloo accept the proposal of Hendry Coach Lines Inc. for Transportation Feeder Service (busPLUS) at a rate of $62.77 per hour including all applicable taxes, for a period of five (5) years with two (2) one year renewal options.

Summary: Nil

Report:

A request for proposal was issued for Transportation Feeder Service (busPLUS) and was advertised in the Record and posted on the Region’s website and the Ontario Public Buyers Association website. Four proposals were received.

Proposals were opened in the presence of L. Smith, J. Dickinson and D. Schmidt.

The following proposals were received:

- Hendry Coach Lines Inc. Kitchener, ON $62.77/hour
- Voyageur Transportation London, ON $70.90/hour
- L&L Shuttle Inc. Brantford, ON $124.19/hour
- BTS Network Inc. Vaughan, ON $365.68/hour

Proposals were evaluated using pre-determined criteria as set out in the proposal consisting of accessible vehicles, experience providing transit services, provision of continuous service by owning an AODA compliant spare vehicle, references, knowledge...
of the road network in the Region of Waterloo and cost per hour. The proposal submitted by Hendry Coach Lines Inc. obtained the highest overall score and the lowest cost.

The work of this contract is to provide feeder service as part of the Grand River Transit (GRT) system, known as busPLUS routes. BusPLUS services are provided in low demand areas such as new neighbourhoods or low density employment areas. BusPLUS services use a smaller bus to pick up and drop off customers at designated busPLUS stops. This service is offered in three areas: Cherry Blossom Road in Cambridge, Northlake Drive in Waterloo and Doon South in Kitchener. The busPLUS 19 passenger accessible vehicles will comply with the Accessibility for Ontarians with Disabilities Act and will be equipped with automatic passenger counters and automatic vehicle locating stop announcement equipment. Current service will be provided Monday to Friday during the morning and afternoon peak hours. Bidders were required to provide a price per hour to perform the service.

Corporate Strategic Plan:

Award of this contract meets the Corporate Strategic Plan objective to improve the accessibility of Regional programs and services to support our diverse community under strategic Focus Area 5 Service Excellence.

Financial Implications:

The approved 2014 GRT operating budget includes $261,500 for the Transportation Feeder service. The annual costs associated with this contract award are expected to be approximately $315,000 including all applicable taxes. Since the new AODA compliant vehicles will not come into service until late 2014, it is expected that the 2014 budget is sufficient to cover anticipated costs associated with this contract award. The 2015 GRT operating budget will be developed based on the new contract rates.

The final date of acceptance for this proposal is July 31, 2014.

Other Department Consultations/Concurrence: Nil

Attachments: Nil

Prepared By: Lisa Buitenhuiss, Acting Director, Procurement and Supply Services

Approved By: Craig Dyer, Chief Financial Officer
Region of Waterloo
Finance Department
Procurement and Supply Services

To: Regional Chair Ken Seiling and Members of Regional Council

Date: June 25, 2014 File Code: F-18-40

Subject: P2012-18 Wheelchair Accessible Mini Buses

Recommendation:

That the Regional Municipality of Waterloo accept the proposal of Overland Custom Coach (2007) Inc. for the supply of six (6) Wheelchair Accessible Mini Buses at a total cost of $603,110.74 including all applicable taxes.

Summary: Nil

Report:

In 2012, the Region issued a Request for Proposal P2012-18 for the supply of Kiwanis and MobilityPLUS buses for the period from 2012-2014. Subsequently, Regional Council accepted the proposal from Overland Custom Coach (Report F-12-046) for the delivery of Wheelchair Accessible Mini buses. Due to the fact that less than three (3) proposals were received, per the Purchasing By-law, award is required for the yearly purchases through Regional Council as done in 2013, Report F-13-012.

The procurement approach used for the wheelchair accessible mini buses was adopted to enhance the operational benefits of fleet standardization and provided a pricing advantage due to the longer term commitment. The proposal was accepted with the understanding that the quantity of buses ordered and the price will be determined annually subject to final Council approval. This purchase will replace six buses, four (4) for MobilityPLUS for the urban service area and two (2) for Kiwanis Transit for the rural service area, placed in service in 2008 or earlier which are scheduled for retirement in 2014 due to age, condition and mileage.
Corporate Strategic Plan:

Award of this contract meets the Corporate Strategic Plan objective to improve the accessibility of Regional programs and services to support our diverse community under Strategic Focus Area 5 Service Excellence.

Financial Implications:

Based on the supplier’s confirmed price to purchase buses for delivery in 2014, the cost to the Region for the supply of six (6) Wheelchair Accessible Mini Buses is as follows:

P2012-18 $603,111

Less: Municipal HST Rebate of 11.24% (54,786)

Total $548,325

The approved 2014 GRT capital budget includes $1,140,000 (Projects 66010, 66011) for MobilityPLUS vehicle replacements to be funded from Vehicle Equipment Reserve. The budget anticipated twelve (12) replacements. Due to favourable vehicle conditions, six (6) of the replacements scheduled in 2014 have been deferred to 2015. Unspent funds of $591,675 will remain in the MobilityPLUS Vehicle Reserve for future vehicle replacements.

Other Department Consultations/Concurrence: Nil

Attachments: Nil

Prepared By: Lisa Buitenhuis, Acting Director, Procurement and Supply Services

Approved By: Craig Dyer, Chief Financial Officer
Region of Waterloo
Finance Department
Procurement & Supply Services

To: Regional Chair Ken Seiling and Members of Regional Council

Date: June 25, 2014

File Code: F18-40

Subject: P2014-07 Janitorial Services at Regionally Operated Children’s Centres

Recommendation:

That the Regional Municipality of Waterloo accept the proposal of Clean-up for Janitorial Services at Regionally operated Children’s Centres for a three (3) year period starting September 1, 2014 with the option to renew for two (2) additional one (1) year periods in the amount of $402,406.92 including all applicable taxes.

Summary: Nil

Report:

Proposals were called for Janitorial Services at the five Regionally operated Children’s Centres and were advertised in the Record, on the Ontario Public Buyers Association website and on the Region’s website. Thirteen proposals were received and opened in the presence of K. Gray, J. Alischer and T. Lumgair.

The thirteen (13) proposals were evaluated using pre-determined technical criteria which included program requirements, quality assurance programs/risk management, organizational information, quality of proposal, implementation plan and services available/added value. After evaluating the technical criteria, four (4) proponents were shortlisted and their price envelopes were opened.

Prices Received from the Shortlisted Proponents

<table>
<thead>
<tr>
<th>Clean-up</th>
<th>Kitchener, ON</th>
<th>$402,406.92</th>
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</thead>
<tbody>
<tr>
<td>Precise Janitorial Cleaning</td>
<td>Cambridge, ON</td>
<td>$484,322.76</td>
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Report: F-14-082
Clean-up had the lowest price and the highest overall score.

The intent of this contract is to provide a complete program of janitorial cleaning services at the five Regionally operated Children’s Centres (3 in Cambridge, 1 in Kitchener and 1 in Elmira).

**Corporate Strategic Plan:**

The award of this contract supports the Corporate Strategic Plan objective to develop, optimize and maintain infrastructure to meet current and projected needs under Focus Area 2 Growth Management and Prosperity.

**Financial Implications:**

<table>
<thead>
<tr>
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<td>P2014-07</td>
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<tr>
<td>Less: Municipal Rebate of 86.46% of HST (11.24%)</td>
<td>(40,027)</td>
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<td><strong>Total</strong></td>
<td><strong>$362,380</strong></td>
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<tr>
<td>One year cost</td>
<td>$120,793</td>
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</table>

The Region’s 2014 approved operating budget provides $110,662 for janitorial services for the five Children’s Centres. The annual cost of the recommended proposal exceeds the budget provision by $10,131. The impact during the 2014 year will be $3,377 due to the start date of September 1, 2014. This overage can be accommodated within overall 2014 Facilities Maintenance and Operations budget. The award will be reflected in the 2015 operating budget.

The final date of acceptance for this proposal is June 30, 2014.

**Other Department Consultations/Concurrence:** Nil

**Attachments:** Nil

**Prepared By:** Lisa Buitenhuis, Acting Director, Procurement & Supply Services

**Approved By:** Craig Dyer, Chief Financial Officer
Region of Waterloo

Finance Department

Procurement & Supply Services

To:    Regional Chair Ken Seiling and Members of Regional Council

Date:  June 25, 2014

File Code:  F18-30

Subject:  T2014-143 Designated Substance Surveys for Waterloo Region Housing Properties

Recommendation:

That the Regional Municipality of Waterloo accept the tender of MTE Consultants for Designated Substance Surveys for Waterloo Region Housing Properties at an adjusted amount of $200,483.19 including all applicable taxes.

Summary:  Nil

Report:

Tenders were called for Designated Substance Surveys for Waterloo Region Housing (WRH) Properties and were advertised in the Record, on the Ontario Public Buyer’s Association website and on the Region’s website. Tenders were opened in the presence of I. Peters, A. Gingrich and A. Dooling.

The following tenders were received:

- MTE Consultants Inc.  Kitchener, ON  $200,483.19
- Pinchin Environmental Ltd.  Waterloo, ON  $226,000.00
- Stantec Consulting Ltd.  Kitchener, ON  $349,484.71
- WSP Canada Inc.  Markham, ON  $383,476.80
- Golder Associates Ltd.  London, ON  $448,587.40
- OHE Consultants  Mississauga, ON  $493,206.58
The range of fee proposals is not unusual for this type of consulting work.

The work for this contract includes Designated Substance Surveys of WRH Buildings (341 buildings) including single detached, semi detached, townhomes and apartment buildings. “Designated Substances” are a defined list of substances that are known to affect human health and include asbestos, lead, mercury and silica, among others. The results of this work will ensure legal compliance with Ontario Regulation 278/05 and Section 30 of the Occupational Health and Safety Act. Existing Designated Substance Surveys will be referenced and updated as part of this project. The results of the surveys will be communicated to tenants in compliance with Ontario Regulation 278/05. This contract is expected to be completed by December 2014.

Corporate Strategic Plan:

The Designated Substance Surveys for WRH Properties supports the Corporate Strategic Plan objective to develop, optimize and maintain infrastructure to meet current and projected needs under strategic Focus Area 2 Growth Management and Prosperity.

Financial Implications:

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<td>Sampling Contingency</td>
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<td><strong>Sub-total</strong></td>
<td><strong>$200,483</strong></td>
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<tr>
<td>Less: Municipal Rebate of 86.46% of HST (11.24%)</td>
<td>(19,942)</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$180,541</strong></td>
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The base amount of the contract includes collection and analysis of an assumed number of samples. An additional 25% sampling contingency of $40,097 is carried to allow for unforeseen conditions that may result in the number of required samples being higher than assumed.

The approved 2014 Waterloo Region Housing (WRH) Capital budget includes $5,145,000 for capital renewal work funded through various sources which includes federal grants, revenue (taxation) and the Housing Reserve Fund. The approved 2014 capital budget for WRH does not include this work however the cost of the $180,541 net of HST can be accommodated in the overall WRH capital budget due to savings on other tenders issued to date for WRH capital works.

This work was identified in the latter part of 2013, subsequent to the preliminary capital budget being tabled at Budget Committee. Legislative changes by the Ministry of Environment require that the project be completed as soon as possible.
The final date of acceptance for this tender is July 19, 2014.

Other Department Consultations/Concurrence: Nil

Attachments: Nil

Prepared By: Lisa Buitenhuys, Acting Director of Procurement & Supply Services

Approved By: Craig Dyer, Chief Financial Officer
Region of Waterloo
Finance Department
Procurement & Supply Services Division

To: Regional Chair Ken Seiling and Members of Regional Council
Date: June 25, 2014    File Code: F18-30
Subject: T2014-119 Adapted Bus Rapid Transit (aBRT) Central Transit Corridor Improvements, Cambridge, ON

Recommendation:
That the Regional Municipality of Waterloo accept the tender of Steed and Evans Limited for the Adapted Bus Rapid Transit (aBRT) Central Transit Corridor Improvements, Cambridge, ON in the amount of $5,787,691.72 including all applicable taxes.

Summary: Nil

Report:
Tenders were called for Adapted Bus Rapid Transit (aBRT) Central Transit Corridor Improvements, Cambridge, ON and were advertised in the Record, the Daily Commercial News, on the Ontario Public Buyers Association website and on the Region’s website. Tenders were opened in the presence of S. Inchasi, J. McCarty and D. Tobey.

The following tender was received:

Steed and Evans Limited St. Jacobs, ON $5,787,691.72

Seven (7) vendors registered as bidders for this tender, however only the one bid was received. Staff contacted the other six (6) vendors to inquire why they did not submit a bid. Responses received were that they were too busy, that the work was too large for their company, felt they did not have the expertise to complete the project, and some were subcontractors.

The work under this contract includes roadway improvements and the construction of
aBRT stops required for the implementation of the aBRT service along the Hespeler Road (RR #24) corridor between Pinebush Road and the Ainslie Street Terminal in Cambridge. Required roadway improvements include the construction of queue jump and receiving lanes at the following intersections:

- Hespeler Road at Pinebush Road/Eagle Street;
- Hespeler Road at Munch Avenue; and
- Hespeler Road at Coronation Boulevard/Dundas Street

A queue jump is a right turn and bus only lane that will allow, with the aid of traffic signals, buses to bypass traffic queued at busy intersections. As per report E-14-010, a detailed traffic analysis was undertaken using Synchro and SimTraffic, (traffic simulation software) to determine where queue jumps would be most beneficial.

The aBRT stops included under this contract include:

- Hespeler Road at Pinebush Road/Eagle Street (Northbound and Southbound);
- Hespeler Road at Can-Amera Parkway (Northbound and Southbound);
- Hespeler Road at Coronation Boulevard/Dundas Street (Northbound and Southbound); and
- Ainslie Street Terminal

The construction of these stops will include a solid anchor wall shelter glass canopy shelter, benches, bike racks, light bollards, garbage/trash/recyclable receptacles, landscaping, space for ticket vending machines and validators, and an accessible platform edge. In preparing the stop designs, staff worked with the City of Cambridge to determine the products and treatments that will be used for the anchor walls, benches, bike racks, garbage receptacles, and landscaping (as per report E-14-001).

Other works will include intersection improvements at queue jump locations, limited utility removal, relocation and coordination, and rough-ins for new and relocated signal equipment.

Construction is scheduled to commence on or about June 30, 2014 with completion expected by December 2nd, 2014. One through lane of traffic in each direction will be maintained on Hespeler Road at all times during construction. Local and Emergency Services traffic and Grand River Transit service will be maintained at all times during construction. Access to businesses and residences along the corridor will be maintained to the greatest extent possible; however, short-term disruptions may occur when construction activities are being completed directly adjacent to an entrance. Pedestrian traffic will be maintained on Hespeler Road during construction at all times. Coordination will be required between the contractor and various utility companies,
namely Cambridge and North Dumfries Hydro, Bell and Rogers, to facilitate utility relocations in advance of construction as required.

Corporate Strategic Plan:

Award of this contract is in accordance with the Region’s public tendering practices and meets the Corporate Strategic Plan objective to develop an implementation plan for light rail transit including corridor and station area planning under Strategic Focus Area 3 Sustainable Transportation.

Financial Implications:

T2014-119  $5,787,692
Less: Municipal Rebate of 86.46% of HST (11.24%) (575,696)
Total $5,211,996

The 2014 Council approved Rapid Transit Capital Program provides a total budget of $19.5 million for the adapted bus rapid transit service including vehicles. This budget includes an allowance for variable message signs, traffic signal improvements for transit priority, utility relocation cost sharing, and acquisition of buses. The costs will be accommodated within the aBRT budget.

The final date of acceptance for this tender is July 22, 2014.

Other Department Consultations/Concurrence: Nil

Attachments: Nil

Prepared By: Lisa Buitenhuis, Acting Director, Procurement & Supply Services

Approved By: Craig Dyer, Chief Financial Officer
Region of Waterloo
Finance Department
Procurement and Supply Services

To: Regional Chair Ken Seiling and Members of Regional Council
Date: June 25, 2014  File Code: F18-30
Subject: P2014-01 Electronic Fare Management System (EFMS)

Recommendation:

That the Regional Municipality of Waterloo accept the proposal from Scheidt & Bachmann Canada for the Electronic Fare Management System in the amount of $11,809,291.00 including all applicable taxes.

Summary:

The Regional Transportation Master Plan and the 2011 – 2014 Grand River Transit Business Plan, approved by Council in June 2010 and February 2012 respectively, included direction that the Region implement an electronic transit fare collection system. An Electronic Fare Management System (EFMS) is an electronic smart card transit fare solution for the Region of Waterloo that can be used for fare payment on GRT buses, MobilityPLUS, BusPLUS, Kiwanis Transit and ION LRT and aBRT service. Rather than paying with tickets, flashing a pass, or using a paper transfer, transit customers would use a smart card to pay their fare or to transfer. Cash payment would also continue to be accepted.

Benefits of the EFMS would include the integration of the fare payment experience across all Regional transit modes. The process for fare purchase and payment, as well as the customer experience would be the same regardless of whether payment is made on a bus, MobilityPLUS vehicle or ION platform. Transfers would be electronically encoded on smart cards, and would be validated across all services, making it easier to make transit trips that would require more than one service or vehicle. Cards could be purchased and reloaded at Ticket Vending Machines on ION platforms, as well as at Transit Terminals, Regional Offices and at participating grocery and variety stores, or using the Internet. This simplified process for obtaining fare media and paying for transit...
would also make it significantly easier for new customers or visitors to use the transit system. In addition, the use of an electronic payment system reduces the potential for fare fraud. The proposed EFMS would also include replacement of obsolete GRT fareboxes.

**Report:**

Proposals were called for the Electronic Fare Management System (EFMS) and were advertised in the Record, on the Region’s website and on the Ontario Public Buyers Association website. Proposals were opened in the presence of G. Beniston, L. Smith and J. McCarty.

The following proposals were received:

- **Scheidt & Bachmann Canada** Kitchener, ON $11,809,291.00
- **Garival Inc.** Laval, QC $13,315,597.95
- **INIT Innovations In Transportation, Inc.** Chesapeake, VA $16,587,739.77

*One bid was disqualified.*

Bidders were requested to propose a fare system based on use of an electronic smart card that could be used to pay fares on all modes of transit provided by the Region. In addition, the RFP required that proposed systems:

- support the use of cash to pay for all transit modes;
- include QR-code printed paper ticket/ transfers for cash paying customers that could be validated by all fare equipment;
- support integration of all Regional transit modes including GRT buses, MobilityPLUS, BusPLUS, Kiwanis Transit and ION aBRT and LRT service;
- support the Region’s current fare strategy and fare product mix, including U-Pass programs, and subsidized fare programs for low-income residents;
- include software and hardware to support a retail presence for the system similar to the current network of fare agents that sell Grand River Transit fares;
- include a web site, to be integrated within www.grt.ca where customers could purchase fares, register cards, and report cards as lost or stolen;
- provide a system that would support the Region’s fare collection requirements for a minimum of 15 years without significant re-structuring;
- include the flexibility to integrate emerging electronic payment technologies such as payment by smartphone or credit/ debit card, to allow the system to develop over time with the Region’s fare payment needs and;
- would support the Region’s Connect-to-GO discount fare agreement with GO Transit;
A summary of the proposed system is included in Appendix 1. To implement the capabilities described above, the RFP requested the following fare payment equipment:

- new validating fareboxes for GRT buses that would accept coins for fare payment, validate electronic smart cards, print and validate QR-code paper tickets for cash paying customers;
- Ticket Vending Machines for ION platforms that would sell single ride QR-code paper tickets for cash paying customers, as well as sell, reload and validate electronic smart cards;
- Platform Fare Transaction Processors that would provide rapid fare validation on ION platforms for customers paying with smart cards or QR-code paper tickets;
- Hand Held Fare Transaction Processors to allow MobilityPLUS operators to accept payment by smart card and to validate QR-code transfers, and;
- Hand Held Card Readers to allow Proof of Payment fare inspectors on ION service to validate transfers and cards and to log fare inspections.

Proposals were evaluated using pre-determined criteria set out in the RFP consisting of compliance to pass/fail criteria and:

- Operational Assessment – Operating and Support Services
- Management Assessment – Project Management, Schedule
- Commercial Assessment – Corporate Qualifications
- Price

The proposal is being awarded to the highest scoring proponent, which was also the low bid. Scheidt & Bachmann Canada have been in business for over 140 years, founded in 1872 with 30 years experience in Fare Collection Systems. Examples of some of their supply and installation contracts include:

- awarded PRESTO Ottawa (OC Transpo Extension)- over 2000 smart card readers/validators along with Sales Terminals/handheld card readers
- London Transit Commission, London, ON – fare collection system based on Smart Card Validators with back office system
- Port Authority of Allegheny County, Pittsburgh, PA USA – fare collection system based on fareboxes, ticket vending machines

The work under this contract includes implementation of an integrated electronic fare system for Grand River Transit, Mobility PLUS and ION services based on an electronic smart card. The system would focus on the use of an electronic card to replace all current tickets, passes and transfers. The project will also include replacement of all
Grand River Transit fareboxes.

Next Steps

The EFMS project is on a critical path to ensure new fare equipment would operate reliably on ION platforms before LRT enters service. To achieve this, following approval, staff would work with the recommended bidder to complete a vendor agreement and to complete system design specifications by the end of 2014. During this period, a communications plan would be developed and staff would work with internal and external stakeholders to define business processes that would be consistent with the system specifications. It is expected that acceptance testing would begin in early 2015, followed by installation of new fareboxes on GRT buses in summer 2015. Once new fareboxes are introduced, the Region would be able to begin replacing all current paper tickets and passes with electronic media. Acceptance testing would be completed for fare payment equipment for ION platforms in time to allow manufacture, delivery, installation and commissioning to take place before LRT enters service.

Corporate Strategic Plan:

The EFMS project supports the Corporate Strategic Plan objective to implement a Light Rail Transit System in the Central Transit Corridor fully integrated with an expanded conventional transit system under Strategic Focus Area 3 Sustainable Transportation.

Financial Implications:

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<td>P2014-04</td>
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<td>Sub-total</td>
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<td>Contingency Provision</td>
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<tr>
<td>Total</td>
<td>$11,364,653</td>
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The approved 2014 GRT 10 Year Capital Program includes $7,744,000 (Projects 66048, 66059) from 2014–2016 to complete the EFMS project for conventional transit and MobilityPLUS. The project costs are budgeted to be funded from development charges (approximately $1.4 million), debentures (approximately $6.3 million with debt service funded from the RTMP Reserve Fund) and the GRT Capital Reserve Fund ($945,000).

The approved 2014 Rapid Transit 10 year Capital Program includes $3,621,000 for EFMS implementation in 2016.

The total project budget for EFMS implementation is $11,365,000. The contingency
provision is for a community awareness campaign, project management costs and consulting costs during the system implementation phase.

Other Department Consultations/Concurrence:

The EFMS project is managed by a Steering Committee and a Project Team with representation from Planning, Housing and Community Services, Transportation and Environmental Services, Corporate Resources and Finance.

The final date of acceptance for this proposal is September 9, 2014.

Attachments: Appendix 1 - EFMS System Description

Prepared By: Lisa Buitenhuis, Acting Director, Procurement & Supply Services

Approved By: Craig Dyer, Chief Financial Officer
EFMS RFP Overview

The EFMS RFP, issued in January 2014 requested proposals for an electronic fare system that would support integration of all Regional transit services including GRT bus, MobilityPLUS and ION LRT and aBRT. The RFP requested a system based on:

- smart cards that would store electronic tickets and passes, for the majority of Regional transit customers;
- the ability to continue to accept cash on all modes of transit, and;
- integration of QR-code paper transfers to support transferring between modes for cash paying customers.

In addition the RFP requested that the system must:

- support use of credit & debit cards on all transit service;
- be capable of integrating mobile payment using smart phones;
- support integration of contract passes including corporate passes and U-Pass programs, and;
- include multiple methods for customers to reload cards including at Regional customer service facilities, third party fare agents, vending machines, by mail, telephone, or the internet.

The proposed system includes all requested technologies and functionalities.

Proposed System Overview

The Electronic Fare Management System (EFMS) would use electronic smart cards to register fare payment on GRT buses, MobilityPLUS vehicles and ION LRT and aBRT services. Electronic fare cards would replace all current transit paper tickets and passes. Cards would be loaded with electronic tickets and passes as required by customers and would automatically store electronic transfers.

Cards would be purchased and reloaded at customer service terminals, over the telephone or internet, at third party fare agents or by using a Ticket Vending Machine located at an ION platform. In addition to reloadable cards, limited value disposable cards would be available for visitors or casual users who do not require the ability to reload value to the card.

Cash Fare Payment and Transfer

While the EFMS would encourage most customers to use electronic fare payment, cash would continue to be accepted. Cash paying customers on GRT buses or MobilityPLUS vehicles would be able to request a paper transfer which would include a QR-code. This transfer would be able to be validated electronically by fare payment equipment on all transit modes, including at ION platforms and by fare inspectors. On an ION platform,
customers wishing to use cash would be able to purchase a similar ticket from a Ticket Vending Machine.

**Fare Payment on ION Platforms**

The ION service is planned to use a Proof of Payment (POP) system where fares are paid before boarding. This approach reduces the time required for passengers to board the Light Rail Vehicle as they may use any of the multiple doors. A smart card would retain the necessary record of payment for this system, while simplifying transfers between RT, GRT bus and/or MobilityPLUS service. Fare payment on ION platforms would be accomplished using Platform Fare Transaction Processors (PFTPs) and Ticket Vending Machines (TVMs). Fare inspectors would monitor fare payment by periodically checking cards and tickets to deter fare evasion.

**MobilityPLUS Integration**

The proposed EFMS would provide MobilityPLUS operators with a Handheld Fare Transaction Processor (HHFTP). This device would be able to read electronic fare cards as well as QR-code tickets, and to print QR-code transfers for cash paying customers. This approach to fare payment would allow the operator to take the payment acceptance device to the customer rather than requiring the customer to come to a fixed point of sale on the vehicle or to surrender their fare media for payment. This is an important feature for clients of MobilityPLUS service who may have challenges accessing a fixed device to pay fares.

All fare classifications enabled within the system would be able to be used on MobilityPLUS vehicles, in compliance with the Accessibility for Ontarians with Disabilities Act (AODA).

**Single Ride Prepaid Tickets**

By including smart cards as well as disposable limited value cards, and QR-code paper tickets, the proposed system would support Public Health and Social Services agencies that distribute transit fares to their clients. These fare media types would provide for:

- Distribution of single ride electronic tickets to agencies and to clients; and,
- Integration of transit subsidy programs like the Transit for Reduced Income Program (TRIP).

Staff would work with the vendor and affected agencies during the system design phase to define the technical requirements for integration of the various programs.

**U-Pass**

Integration of the U-Pass would be a key feature of the EFMS. The proposed system
would allow for a number of ways to achieve this integration. Staff would work with Universities, student groups and the vendor during system design to identify the preferred approach to integrate these programs. Once U-Pass integration is complete, the system would provide the Region and its U-Pass partners with comprehensive information on program use. The EFMS would reduce risk of U-Pass fraud by terminating the ability of a student’s card to act as a U-Pass once their studies conclude.

**Presto Integration**

The proposed system supports the Region’s Connect-to-GO discount fare agreement with GO transit. Customers who present a valid Go Transit fare on boarding a GRT bus may ride at a reduced rate of $0.50. GO Transit subsidizes this discount by reimbursing the Region for the difference between the reduced fare and the price of a regular ticket. EFMS card holders who also use Presto would be able to register to participate in the Connect to GO discount program. At the time of registration, the customer would provide their Presto card ID number, and would commit to carry a minimum balance on their EFMS card. When riding Regional transit service that would connect with GO service, the EFMS would debit $0.50 per trip from the customer’s card. Customers arriving on GO trains would be able to validate their EFMS card at a dedicated reader on the GO platform to authorize their trip on ION or GRT at the reduced rate. The EFMS would provide a full reconciliation of discount rides provided and associated use of the customer’s Presto card on GO service.

Staff has spoken with Metrolinx about EFMS integration with Presto. Accordingly, the proposed EFMS includes hardware that is capable of supporting fuller integration with Presto. Staff will continue discussions with Presto as a future phase of the EFMS.

**Proposed Equipment Summary**

The proposed implementation would include:

- Replacement Fareboxes for Grand River Transit buses with integrated smart card readers, QR-code transfer printers and optical readers to validate transfers;
- Platform Fare Transaction Processors for installation on ION platforms. These devices would read smart cards and barcode transfers to register Proof of Payment on entry to a platform;
- Ticket Vending Machines (TVMs) for ION platforms. TVMs would dispense smart cards, load smart cards and sell paper tickets with QR-codes. These devices would accept cash, credit or debit card payment;
- Handheld payment devices for MobilityPLUS, and for use by fare inspectors. MobilityPLUS operators would be able to issue and validate transfers with QR-codes using these handheld devices, as well as accept payment using smart cards.
cards, and;
- Point of Sale equipment for installation at Regional customer service facilities, and at third party fare agents.

Descriptions and numbers of these devices are included below.

The proposal also includes a new section within the GRT web site where customers would be able to:

- Order cards;
- Register cards for balance protection;
- Add value to cards;
- Set up recurring purchases of passes or tickets;
- Report a card lost or stolen, and if the card is registered, transfer the balance to a replacement card;
- Manage multiple cards, for family members, and;
- Request a receipt for income tax purposes.

These services would also be available at Customer Service Terminals or via telephone by contacting the Service First Call Centre.

**Emerging Payment Technologies**

The EFMS RFP required that the proposed system would be able to integrate emerging payment technologies and the flexibility to implement new fare strategies in future. The proposed solution meets these requirements.

The proposed solution would support fare payment by contactless credit or debit card on all fare equipment (‘Open Payment’) within the proposed scope and price. However, implementation would require an agreement with a Merchant Payment Processor to process credit and debit card transactions. These organizations typically charge a fee per transaction. The Region continues to monitor the evolution of Open Payment and would undertake a cost-benefit analysis before recommending its implementation.

Fare payment using smartphones (‘Mobile Payment’) is also within the capability of the proposed system; however Mobile Payment is a rapidly evolving field. Some business models for mobile payment charge transaction fees to customers. Staff would review the potential to integrate this method of payment in future, including evaluating potential business models.

The potential to integrate these and other future payment technologies would be evaluated by staff, to enable the EFMS to evolve through its service life.
Proposed Next Steps

To achieve implementation of the EFMS in time for the start of ION LRT service, staff would work with the recommended bidder to complete a vendor agreement, develop an implementation plan and complete system design specifications by the end of 2014. During this period a communications plan would be developed and staff would work with internal and external stakeholders, including social services providers, universities and student groups, to define business processes that would be consistent with the system specifications.

It is expected that acceptance testing would begin in early 2015, followed by installation of servers and supporting computer hardware, and new fareboxes on GRT buses in summer 2015.

In advance of farebox installation, staff would implement a communications plan to ensure customers are prepared to use the new fareboxes. Transit operators will also have to be trained in the use of the new system. In addition, Customer Service Terminals would be installed at Charles Street and Ainslie Street Transit Terminals, as well as at key Regional facilities to allow customers to purchase cards and load fare products. Point of Sale devices would be rolled out to Retail Sales Agents following this, to provide customers with the option of loading cards where they currently purchase passes or tickets. Once new fareboxes are introduced, the Region would be able to begin replacing all current paper tickets and passes with electronic media.

During 2015, acceptance testing would also begin for fare payment equipment for ION platforms in time to allow manufacture, delivery, installation and commissioning to take place before LRT enters service. This process would ensure that the central system, point of sale devices and web interface are operating as expected before ION equipment enters service.

GRT and MobilityPLUS customers would be able to use their current passes until after the system enters service. Once all current paper fare media are available in an electronic format, the Region would transition to electronic payment on all transit modes.

Customer Experience Summary

Boarding a bus:

- On boarding, Smart Card carrying customers would present the card to the reader, clearly indicated on the top of the Farebox
- The passenger display on the farebox would indicate whether the fare is accepted with text, colour and sound (i.e. the screen flashes green for accepted, red for not accepted). The display notes the fare type used (whether it is a pass
or e-tickets)
  - If a pass is stored on the card, the display notes the date of expiry of the pass.
  - If an e-ticket is being used, the display indicates the balance remaining on the card.
  - If an e-ticket is being used, the card stores a transfer in the memory of the card, which remains valid for the next 90 minutes.
  - If a valid transfer is already stored in the card memory, the reader validates the transfer and indicates the time remaining on the display.

- Cash paying customers deposit the cash fare in the coin chute. The farebox rapidly counts coins as they are deposited and provides visual and audible feedback when the correct fare has been paid.
  - The cash paying customer can request a transfer by pressing the clearly indicated button on the farebox next to the passenger display.
  - The transfer is printed with a QR-code, as well as the time & date of issue, and issued to the customer from the top of the farebox.

- Customers boarding using a transfer ticket issued from a farebox or a Ticket Vending Machine on an ION platform would present the QR-code on the ticket to the ticket reader panel on the farebox.

- The passenger display would indicate whether the transfer is accepted with text, colour and sound, or if it has been rejected. The display notes the amount of time remaining on a valid transfer.

### Boarding ION LRT

On entry to an ION platform customers carrying a valid smart card or transfer ticket may:

- Pay a fare using the Platform Fare Transaction Processor (PFTP). Multiple devices are conveniently located on the platform.
- The PFTP would indicate whether the fare is accepted with text, colour and sound in exactly the same manner as the farebox. (i.e. the screen flashes green for accepted, red for not accepted). The display notes the fare type used (whether it is a pass or ticket).
- Customers boarding using a transfer ticket issued from a farebox or a Ticket Vending Machine on an ION platform would present the QR-code on the ticket to the ticket reader panel on the PFTP.
- The passenger display would indicate whether the transfer is accepted with text, colour and sound, or if it has been rejected. The display notes the amount of time remaining on a valid transfer.

Customers who wish to pay using cash, credit or debit would use the Ticket Vending...
Machine which would sell single rides, day passes, multi-ride passes and monthly passes.

To begin a purchase, the customer selects the fare type from the touch screen display and pays the fare using coins, bills, Credit Card or Debit Card. The TVM issues change if necessary

For Single Rides:
- The TVM would issue a ticket printed with a QR-code as well as the time & date of issue
- The customer redeems the ride by presenting the QR-code to the optical reader on the front
- The TVM validates the fare and displays the time remaining on the ticket

For Day Passes or other short-term fare products:
- The TVM would issue a limited-use smart card that cannot be reloaded, from the slot neat the base of the machine. This card would be able to be redeemed at all fare equipment in the EFMS, in the same manner as the fully functional card, until its period or balance has expired, after which time it would no longer function
- The customer then can present the card to the smart card reader on the front of the TVM for fare validation
- The TVM validates the card and displays the time or balance remaining on the card

For Monthly Passes or larger multi-ride purchases:
- The TVM would ask the customer to present their card to the smart card reader to be loaded with the selected fare product
- If the customer does not currently have a card, the machine would offer to vend one to the customer, for a small deposit, loaded with the selected fare value
- The customer would then present their card to the smart card reader on the front of the TVM to validate the fare before boarding ION

The TVM can also issue blank smart cards, for a deposit, which the customer may choose to load at a later date.

**Transferring**

- Transfers are encoded by each fare payment device into the memory of the smart card. If the card contains a transfer, then the system will validate that transfer before subtracting a ride from the customer’s balance
- Cash paying customers would receive a paper ticket/transfer containing an QR-
code that could be redeemed at optical readers on all fare equipment. These are
issued from fareboxes, Ticket Vending Machines, and Handheld Card readers

- On use, the fare devices display the time remaining on the transfer

MobilityPLUS customers

Current MobilityPLUS ID cards would be replaced with electronic smart card IDs

Boarding a MobilityPLUS vehicle:
- Cash paying customers would pay in the same manner as today; the operator
  would record payment on the Handheld Card Reader (HHCR).
- Customers who have purchased a pass or tickets on their smart card ID would
  present it to the HHCR which validates fare payment with text, visual and audible
  cues
  - If a pass is stored on the card, the display notes the date of expiry of the
    pass
  - If e-tickets are being used, indicates the balance remaining on the card.

Boarding conventional transit:
- The customer presents their smart ID to the reader on the farebox which
  validates their MobilityPLUS free pass and provides clear visual and audible
  feedback

Boarding ION
- the customer presents their smart ID to the reader on the PFTP which validates
  their MobilityPLUS pass and provides clear visual and audible feedback

Customer Facing Devices included in proposed EFMS solution

Electronic validating farebox (258 units)

- Rapid coin validation of up to 10 coins per second
- Integrated smart card reader
- Integrated QR-code ticket printer
- Integrated optical reader for QR-code ticket validation
- Colour LCD passenger display shows:
  - Amount deposited
  - fare validated/ not validated from smart card
  - time remaining on transfer
- operator console shows:
  - status of all systems
  - passenger fare type paid
  - card rejection with reasons
- barcode ticket/ transfer rejection with reason
- passenger display capable of providing customer information in 16 languages
- fare validation is supported by visual and audible cues to indicate valid/ invalid fare type
- supporting systems include:
  - garage base stations to download usage data from fareboxes and to upload operating data
  - vaults and safes for cash processing

**Ticket Vending Machines for ION Platforms (32 units)**

- Passenger friendly colour touchscreen display with intuitive user interface
- Accepts coins, bills, credit cards & debit cards
- Dispenses paper tickets with QR-codes for single journeys
- Dispenses reloadable smart cards, either carrying no value or loaded with value
- Dispenses limited use preloaded smart cards
- Reloads customer smart cards
- Designed in accordance with ADA and AODA guidelines; includes headphone jack, braille lettering and tactile elements
- Capable of providing customer information in 16 languages

**Platform Fare Transaction Processors (38 units)**

- Low power, low maintenance device for mounting on ION platforms, for fast processing of fare payment
- Colour LCD display to provide rapid transaction status
- Accepts smart card payment
- Includes optical reader for QR-code processing
Region of Waterloo

Finance Department

Procurement and Supply Services

To: Regional Chair Ken Seiling and Members of Regional Council

Date: June 25, 2014  

File Code: F18-40

Subject: CT2014-04 Wireless Devices

Recommendation:

That the Regional Municipality of Waterloo accept the proposal of Bell Mobility Inc. for CT2014-04 Wireless Devices for a four (4) year term with two (2) optional two (2) year periods at an approximate total cost of $993,001.00 including all applicable taxes.

Summary: Nil

Report:

Proposals were called for Wireless Devices by the City of Kitchener on behalf of the Co-operative Purchasing Group of Waterloo Region (CPGWR). Proposals were requested from three (3) known bidders as well as advertised on the City of Kitchener website and the Ontario Public Buyers Association website. Proposal documents were downloaded by twenty-one (21) interested parties, and by the closing date three (3) proposals had been received covering four (4) pricing options.

List of proposals received:

- Bell Mobility Inc. (Option A)  
  Mississauga, ON  
  $993,001.00

- Rogers Communications Partnership  
  Toronto, ON  
  $1,288,644.29

- Bell Mobility Inc. (Option B)  
  Mississauga, ON  
  $1,422,823.68

- TELUS Communications Company  
  Toronto, ON  
  $1,597,368.00

Proposals were evaluated using pre-determined criteria which included vendor and local reseller, service options and flexibility, and price. Pricing is based on the average
usage for the last three months and is therefore an estimate. Bell Mobility Inc. (Option A) received the highest score and had the lowest price.

Wireless device services have become an ever increasing integral part of the way the Region of Waterloo conducts its business and delivers services to the citizens of the Region. This contract includes the provision of voice and data services for approximately 602 blackberries, 272 cell phones and 80 internet sticks/modems.

**Corporate Strategic Plan:**

Award of this contract meets the Corporate Strategic Plan objective to ensure Regional programs and services are efficient and effective and demonstrate accountability to the public under Strategic Focus Area 5 Service Excellence.

**Financial Implications:**

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<tr>
<th>Description</th>
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<tr>
<td>CT2014-04</td>
<td>$920,263</td>
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<tr>
<td>One-Time Hardware Replacement Cost</td>
<td>72,738</td>
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<td>Sub-total</td>
<td>$993,001</td>
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<td>Less: Municipal Rebate of 86.46% of HST (11.24%)</td>
<td>(98,773)</td>
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The estimated annual cost for wireless devices per this proposal is $207,181. The Blackberry, Cell Phone and Internet Sticks operating budget for all program areas (excluding Police) is $561,337 for 2014, which also includes other wireless devices not included in this proposal, as well as variable charges for all devices (long distance, roaming charges, etc.) which are in addition to the monthly charges. This budget is sufficient to cover the January to June 2014 costs under the existing contract, the one-time hardware replacement cost, and the expected July to December 2014 costs under the new contract. No budget increase is required in 2015 for the devices covered by this proposal. Staff will monitor actuals in 2014/2015 and any savings will be factored into the 2016 operating budget.

The final date of acceptance of this proposal is June 30, 2014.

**Other Department Consultations/Concurrence:** Nil

**Attachments:** Nil

**Prepared By:** Lisa Buitenhouis, Acting Director, Procurement & Supply Services

**Approved By:** Craig Dyer, Chief Financial Officer
Region of Waterloo
Finance Department
Treasury Services Division

To: Regional Chair Ken Seiling and Members of Regional Council

Date: June 25, 2014  File Code: F08-20

Subject: Federation of Canadian Municipalities Debenture Issue

Recommendation:
For Information

Summary: Nil

Report:

In March of 2010, the Federation of Canadian Municipalities (FCM) entered into an agreement with the Region of Waterloo to provide a low cost loan in the amount of $2.0 million for the Kitchener Wastewater Treatment Plant Upgrade. FCM provides the low cost loan as Trustee of the Green Municipal Fund and the loan is secured through a debenture issued by the Region to FCM. To be eligible for the loan, the project had to achieve a specific effluent quality standard and targeted environmental benefits.

The low cost loan is offered a rate that is equal to the higher of:

i) The Government of Canada ten (10) year benchmark bond yield in effect five (5) business Days immediately preceding the date on which the Borrowing By-law is passed minus 1.5% per annum; and

ii) 1.75%

The project report and all required financial information has been submitted to the satisfaction of FCM and the Region has requested that the loan be disbursed. The rate for the ten year debenture securing the loan is 1.75% which is 1.10% lower than current rates for a ten year debenture issued in regular capital markets. Savings over the 10 years will total approximately $138,000.
The issuance of the debenture to FCM for the low cost loan is in accordance with Region of Waterloo By-law 95-020 which gives the Chief Financial Officer the authority to proceed with a debenture issue that best meets the requirements of the Region and then report the results of the issue to Council at its next scheduled meeting. The terms and conditions of the agreement between the Region and FCM relative to the issuance of debentures are in accordance with the Municipal Act and are consistent with the terms and conditions and requirements of a capital market issue.

The required by-law, including the repayment schedule, is listed in this Council agenda for first, second and third reading.

**Corporate Strategic Plan:**

One of the objectives of the Corporate Strategic Plan is to ensure Regional programs and services are efficient and effective and demonstrate accountability to the public. The Region’s capital financing program, excellent credit rating and prudent use of debenture financing assist in meeting this objective.

**Financial Implications:**

Debt servicing costs arising from this FCM debenture issue have been planned for and will be paid from the Wastewater operating budget.

**Other Department Consultations/Concurrence:**

Staff from Water Services and Legal Services have been involved in agreement and the submission of the required documentation. The Regional Clerk and the Regional Chair along with the Chief Financial Officer will be required to execute the necessary documents.

**Attachments:** Nil

**Prepared By:** Angela Hinchberger, Director of Treasury Services and Tax Policy

**Approved By:** Craig Dyer, Chief Financial Officer
The Regional Municipality of Waterloo
Planning and Works Committee

Summary of Closed Recommendations to Council

The Planning and Works Committee recommends as follows:

1. That the Regional Municipality of Waterloo approve a conditional Agreement of Purchase and Sale and authorize and direct the Regional Solicitor to execute all documentation related to and, subject to satisfaction of all conditions therein, to complete the acquisition of lands described as Part Lot 63 German Company Tract Part 1 on 58R-3064 and Part 1 on 58R-12714, PIN 22282-0171 known municipally as 300-350 Northfield Drive East in the City of Waterloo from Da-Hard Holdings Limited, for the sum of $7,350,000, plus associated costs, all to the satisfaction of the Regional Solicitor.

April 29, 2014
The Regional Municipality of Waterloo
Planning and Works Committee
Summary of Recommendations to Council

The Planning and Works Committee recommends as follows:

1. That The Regional Municipality of Waterloo approve the expropriation of lands for the construction of the Northfield Works, as well as, for part of Phase 4 of Stage 1 of the Rapid Transit project comprised of property and interests located at various locations along the Light Rail Transit alignment in the Cities of Kitchener and Waterloo, in the Regional Municipality of Waterloo as detailed in Report CR-RS-13-089 dated November 20, 2013 and more specifically listed below:

Fee Simple Partial Takings:

LRT

1. Part Lot 39, Plan 1405, being Part 4 58R17920, Part of PIN 22281-0086, City of Waterloo, Regional Municipality of Waterloo (Part 580 Colby Dr., Waterloo, ON N2V 1A2)

2. Part Lot 36, Plan 1405, being Part 1 58R17920, Part of PIN 22281-0083, City of Waterloo, Regional Municipality of Waterloo (Part 661 Colby Dr., Waterloo, ON N2V 1C2)

3. Part Lot 37, Plan 1405, being Part 2 58R17920, Part of PIN 22281-0084, City of Waterloo, Regional Municipality of Waterloo (Part 663 Colby Dr., Waterloo, ON N2V 1C2)

4. Part Lot 38, Plan 1405, being Part 3 58R17920, Part of PIN 22281-0085, City of Waterloo, Regional Municipality of Waterloo (Part 665 Colby Dr., Waterloo, ON N2V 1C2)

5. Part Lot 7, Plan 1230, being Part 8 58R17920, Part of PIN 22280-0072, City of Waterloo, Regional Municipality of Waterloo (Part 55 Northfield Dr., W., Northfield [aka 53-55 Northfield Dr. W.] Waterloo ON N2L 4E6)
6. Part Lot 1, Plan 1405 and all of 1 foot reserve "A", Plan 1405 being Parts 5 and 6, 58R17920, Part of PIN 22281-0049, City of Waterloo, Regional Municipality of Waterloo (Part 583 Colby Dr., Waterloo, ON N2V 1A1)

7. Part Lot 8, GCT, being Part 7 58R17920, Part of PIN 22280-0071, City of Waterloo, Regional Municipality of Waterloo (Part 65 Northfield Drive W., [aka 525/565 Conestogo Rd.] Waterloo, ON N2J 4J2)

8. Part Lot 198, Plan 385 being Part 4 58R17923, Part of PIN 22411-0246, City of Waterloo, Regional Municipality of Waterloo (Part 57 Erb Street W., Waterloo, ON N2L 6C2)

9. Part of Mill Square, Plan 385 being Part 2 58R17921, Part of PIN 22411-0126, City of Waterloo, Regional Municipality of Waterloo (Part 13 - 35 King Street S., Waterloo, ON N2J 1N9)

10. Part Lot 151, Plan 385 being Part 3, 58R17917, Part of PIN 22411-0052, City of Waterloo, Regional Municipality of Waterloo (Part 20 William Street W., Waterloo, ON N2L 1J3)

11. Part Lot 103 Plan 385, being Part 1 58R17881, Part of PIN 22420-0231, City of Waterloo, Regional Municipality of Waterloo (Part 227 King Street S., Waterloo, ON N2J 4C5)

12. Part Lot 56, Plan 385, being Parts 1, 2 and 3 58R17925 , Part of PIN 22415-0015, City of Waterloo, Regional Municipality of Waterloo (Part 232 King Street S., [aka 232-234 King St. S.] Waterloo, ON N2J 1R3)

13. Part Lots 288 and 289, Plan 385, being Part 2 58R17881, Part of PIN 22328-0004, City of Waterloo, Regional Municipality of Waterloo (Part 244 King Street S., Waterloo, ON N2J 1R4)

14. Part Lot 289, Plan 385, being Part 3 58R17881, Part of PIN 22328-0005, City of Waterloo, Regional Municipality of Waterloo (Part 980 King St. W., Waterloo, ON N2J 1R3)

15. Part Lots 289 and 290, Plan 385, being Part 4 58R17881, Part of PIN 22328-0006, City of Kitchener-Waterloo, Regional Municipality of Waterloo (Part 976 King Street W., Kitchener-Waterloo, ON N2G 1G4)
16. Part Lot 305, Plan 385, being Parts 7, 8 and 9 58R17850, Part of PIN 22327-0099, City of Kitchener, Regional Municipality of Waterloo (Part 872 King Street W., Kitchener, ON N2G 1E8)

17. Part Lots 305 and 306, Plan 385, being Parts 5 and 6 58R17850, Part of PIN 22327-0098, City of Kitchener, Regional Municipality of Waterloo (Part 858-870 King Street W., [aka 858-876 King St. W.] Kitchener, ON N2G 1E8)

18. Part Lots 29 and 30, Plan 377, being Part 2 58R17907, Part of PIN 22425-0228, City of Kitchener, Regional Municipality of Waterloo (Part 641 King Street W., [aka 637-641 King St. W.] Kitchener, ON N2G 1C7)

19. Part Lot 7, Plan 41, being Part 1 58R17922, Part of PIN 22317-0054, City of Kitchener, Regional Municipality of Waterloo (Part 400 King Street W., Kitchener, ON N2G 1B7)

20. Part Lots 21 and 22 Plan 41, being Part 2 58R17922, Part of PIN 22317-0061, City of Kitchener, Regional Municipality of Waterloo (Part 24 Water Street N., [aka 20 Water St. N.] Kitchener, ON N2H 5A5)

21. Part Lot 7, between Young and Ontario Streets, Plan 401, being Parts 1, 2 and 3 58R17882, Part of PIN 22316-0217, City of Kitchener, Regional Municipality of Waterloo (Part 56 Duke Street W., Kitchener, ON N2H 3W7)

22. Part Lot 7, between Young and Ontario Streets, Plan 401, being Part 5 58R17882, Part of PIN 22316-0027, City of Kitchener, Regional Municipality of Waterloo (Part 60-62 Ontario Street N., Kitchener, ON N2H 4Y4)

23. Part Lot 19, South of King St., Plan 365, being Part 1 58R17924, Part of PIN 22502-0255, City of Kitchener, Regional Municipality of Waterloo (Part 28 Madison Avenue S., Kitchener, ON N2G 3M3)

24. Part Lot 20, South of King St., Plan 365, being Part 2 58R17924, Part of PIN 22502-0257, City of Kitchener, Regional Municipality of Waterloo (Part 471 King Street E., Kitchener, ON N2G 2L7)

25. Part Lots 33 and 34, Plan 634, being Part 1 58R17910, Part of PIN 22504-0344, City of Kitchener, Regional Municipality of Waterloo (Part 355 Charles Street E., Kitchener, ON N2G 2P8)
26. Part Lot 36, Plan 634, being Part 2 58R17910, Part of PIN 22504-0053, City of Kitchener, Regional Municipality of Waterloo (Part 50 Stirling Avenue S., [aka 50 & 56 Stirling Avenue S.], Kitchener, ON N2G 3N9)

27. Part Lots 3 and 4, Plan 404, being Part 1 58R17911, Part of PIN 22506-0225, City of Kitchener, Regional Municipality of Waterloo (Part 432 Charles Street E., Kitchener, ON N2G 4K5)

28. Part of Park Lot 4, Plan 404, being Part 2 58R17911, Part of PIN 22506-0013, City of Kitchener, Regional Municipality of Waterloo (Part 445-449 Charles Street E., Kitchener, ON N2G 2R1)

29. Part of Park Lot 25, Plan 404, being Part 3 58R17911, Part of PIN 22506-0012, City of Kitchener, Regional Municipality of Waterloo (Part 475 Charles Street E., Kitchener, ON N2G 2R1)

30. Part of Park Lot 25, Plan 404, being Parts 4, 5 and 6 58R17911, Part of PIN 22506-0011, City of Kitchener, Regional Municipality of Waterloo (Part 485 Charles Street E., Kitchener, ON N2G 2R1)

31. Part of Park Lot 25, Plan 404 being Parts 7 and 8 58R17911, Part of PIN 22506-0233 (formerly Part of PIN 22506-0009), City of Kitchener, Regional Municipality of Waterloo (Part 50 Borden Avenue S., Kitchener, ON N2G 3R5)

32. Part Lot 1, Plan 935, being Part 1 58R17912, Part of PIN 22579-0125, City of Kitchener, Regional Municipality of Waterloo (Part 275 Ottawa Street S., Kitchener, ON N2G 3T7)

33. Part Lot 2, Plan 935, being Part 2 58R17912, Part of PIN 22579-0124, City of Kitchener, Regional Municipality of Waterloo (Part 281 Ottawa Street S., Kitchener, ON N2G 3T7)

34. Part Lot 49, Plan 385, being Part 5, 58R17961, Part of PIN 22415-0007, City of Waterloo, Regional Municipality of Waterloo (Part 212 King Street S., Waterloo, ON N2J 1R1)

35. Part Lot 48, Plan 385, being Part 4, 58R17961, Part of PIN 22416-0048, City of Waterloo, Regional Municipality of Waterloo (Part 208 King St. S., Waterloo, ON N2J 1P9)
36. Part Lot 94, Plan 385, being Part 8, 58R17961, Part of PIN 22417-0011, City of Waterloo, Regional Municipality of Waterloo (Part 207 King St. S., Waterloo, ON N2J 1R1)

37. Part Lots 93 & 94, Plan 385, being Part 9, 58R17961, Part of PIN 22417-0010, City of Waterloo, Regional Municipality of Waterloo (Part 203 King St. S., [aka 203-205 King St. S.] Waterloo, ON N2J 1R1)

38. Part Lot 46, Plan 385, being Part 2, 58R17961, Part of PIN 22416-0046, City of Waterloo, Regional Municipality of Waterloo (Part 200 King St. S., Waterloo, ON N2J 1P9)


40. Part Lot 50, Plan 385, being Part 6, 58R17961, Part of PIN 22415-0008, City of Waterloo, Regional Municipality of Waterloo (Part 214 King St. S., [aka 214-216 King St. S.] Waterloo, ON N2J 1R3)

41. Part of Lots 95, 96 and 97, Plan 385, being Part 7, 58R17961, Part of PIN 22420-0231, City of Waterloo, Regional Municipality of Waterloo (Part 215-217 King St. S., Waterloo, ON N2J 1R2)

42. Part of Lots 51 and 52, Plan 375, being Part 1, 58R17962, Part of PIN 22427-0015, City of Kitchener, Regional Municipality of Waterloo (Part 25 Water Street S., [aka 25-45 Water St. S.] Kitchener, ON N2G 4Z4)

43. Part of Block “G”, Plan 1221, being Parts 1, 2 and 5, 58R17971, Part of PIN 22595-0640 City of Kitchener, Regional Municipality of Waterloo (Part Courtland & Blockline, Kitchener, ON)

44. Part Lot 14, Plan 242, being Part 1, 58R17990, Part of PIN 22505-0123, City of Kitchener, Regional Municipality of Waterloo (Part 397 Courtland Ave. E., Kitchener, ON N2G 2W3)

The Northfield Works

45. Part of Block 1, Plan 1702 being Parts 1 and 2, 58R17880, Part of PIN 22283-0006, City of Waterloo, Regional Municipality of Waterloo (Part 580 King St. N.[aka 574-584 King St. N.], Waterloo, ON N2L 6L3)
And that staff be instructed to register a Plan of Expropriation with respect to the said properties, or such lesser portions of any of the said properties as may be determined through the preliminary design process, within three months of the granting of approval to expropriate said properties, in accordance with the “Expropriations Act” (Ontario) (the “Act”); 

And that the registered owners be served with a Notice of Expropriation and a Notice of Possession with respect to the said properties after the registration of the Plan of Expropriation; 

And that if no agreement as to compensation is made with an owner, the statutory Offer of Compensation and payment be served upon the registered owners of applicable properties in the amount of the market value of the interests in such lands as estimated by the Region’s appraiser in accordance with the Act; 

And further that the Regional Solicitor be authorized to discontinue expropriation proceedings with respect to any above-referenced lands in the event that the Region is able to otherwise obtain registered title to such lands or if Regional staff determine that the expropriation is not advisable. [CR-RS-14-045] 


3. That the Regional Municipality of Waterloo: 

(a) Close and declare surplus a portion of King Street East described as Part of Lot 12 Beasley’s Old Survey designated as Parts 1, 2 and 3 on Plan 58R-18102, a part of (PIN 22713-1275 (LT)) known municipally as 3563 King St East and provide the standard public notification as required by the Region’s property disposition by-law; and 

(b) Approve a transfer to the Corporation of the City of Kitchener of fee simple ownership of lands described as Part of Lot 12 Beasley’s Old Survey designated as Parts 1, 2, and 3 on Plan 58R-18102, a part of (PIN 22713-1275 (LT)) known municipally as 3563 King St East, reserving a drainage easement in favour of the Regional Municipality of Waterloo over that part of the lands designated as Part 2 on Plan 58R-18102, for nominal consideration for continued use as part of the Freeport Sewage Pumping Station, and 

(c) Declare surplus an easement interest in lands described as Part of Lot 176, Streets and Lands, closed by By-Law No. 5115 as in instrument No. 271476 designated as Part 4 on Plan 58R-18102, a part of (PIN 22713-
0983 (LT)) known municipally as 3565 King St East, and provide the standard public notification as required by the Region’s property disposition by-law; and

(d) Approve a transfer to the Corporation of the City of Kitchener and Kitchener Wilmot Hydro Inc.of an easement over lands described as Part of Lot 176, Streets and Lands, closed by By-Law No. 5115 as in instrument No. 271476, designated as Part 4 on Plan 58R-18102, a part of (PIN 22713-0983 (LT)) being part of the property known municipally as 3565 King St East, for nominal consideration, for access by vehicles, persons and equipment to electrical infrastructure serving the Freeport Sewage Pumping Station. [CR-RS-14-047]

4. That Council of the Regional Municipality of Waterloo approve the expropriation of lands for the purpose of construction of road improvements to Franklin Boulevard, in the City of Cambridge, in the Region of Waterloo as detailed in Report CR-RS-13-087 dated October 22, 2013 described as follows:

**Fee Simple Partial Taking:**

1. PT LT 6-7 PL 837 being Part 1 on 58R-17759 being Part of 03766-0271 (210 Pinebush Road, Cambridge);
2. PT LT 9 & 11, RCP1384 being Part 25 on 58R-17759, being Part of 03796-3637 (225 Pinebush Road, Cambridge);
3. PT LT 31 RCP 1382 being Part 46 on 58R-17759, being Part of 22642-0047 (209 Pinebush Road, Cambridge);
4. PT LT 2 RCP 1383, being Part 10 on 58R-17760, being Part of 03796-0047 (210 Sheldon Drive, Cambridge);
5. PT LT 21 RCP 1383 being PTs 23 and 29 on 58R-17760 being Part of 03796-0069 (1201 Franklin Blvd, Cambridge);
6. PT LT 24 RCP 1383 being PT 3 on 58R-17761, being Part of 03796-0101 (1111 Franklin Blvd, Cambridge);
7. PT LT 29 RCP 1379 being PT 35 on 58R-17760 being Part of 03790-0051 (1200 Franklin Blvd, Cambridge);
8. PT LT 1 RCP 1380 being Parts 17 on 58R-17761, being Part of 03796-0115 (1700 Bishop Street, Cambridge);
9. PT LT 15 RCP 1378 being Part 31 on 58R-17761, being Part of 03794-0025 (1680 Bishop Street, Cambridge);
10. PT LT 56 PLAN 1126 being Part 4 on 58R-17762, being Part of 03825-0443 (310 Clyde Road, Cambridge);
11. PT LT 20 PL 1126 being Part 33 on 58R-17762, being Part of 03821-0150 (287 Clyde Road, Cambridge);
12. PT LT 46 RCP 1135 being Part 5 on 58R-17763, being Part of 03826-0171 (399 Franklin Blvd, Cambridge);
13. PT LT 19 PL 1126 being Part 35 on 58R-17762, being Part of 03821-0149 (285 Clyde Road, Cambridge);
14. PT LT 47 RCP 1135 being Part 6 on 58R-17763, being Part of 03826-0173 (401 Franklin Blvd, Cambridge);
15. PT LT 46 RCP 1135 being Part 3 on 58R-17763, being Part of 03826-0172 (501 Franklin Blvd, Cambridge);
16. PT LT 5 CON 11 being Parts 2 and 3 on 58R-17767, being Part of 03826-0200 (600 Main Street, Cambridge);
17. PT LT 41 and 42 RCP 1135 being Parts 13, 14, 16, 17 and 20 on 58R-17763, being Part of 03821-0787 (430-440 Franklin Blvd, Cambridge);
18. PT LT 5 CON 10 being Part 15 on 58R-17767, being Part of 03845-0007 (605 Main Street E, Cambridge);
19. PT LT 22 & 24 PL 1126 being Part 24 on 58R-17762, being Part of 03826-0017 (531 Franklin Blvd, Cambridge);
20. PT LT 9 RCP 1384 being Part 7 on 58R-17760, being Part of 03796-0027 (1245 Franklin Blvd, Cambridge);
21. PT of LT 33, RCP 1135 being Part 9 on 58R-17763, being Part of 03826-0174 (395 Franklin Blvd, Cambridge);
22. PT LT 29 & 34 RCP 1135 being Parts 1 and 3 on 58R-17766, being Part of 03826-0189 (385 Franklin Blvd, Cambridge);
23. PT LT 21 RCP 1383 being Parts 12, 15, 16 and 20 on 58R-17760, being Part of 03796-0068 (225 Sheldon Drive, Cambridge);
24. PT LT 5 CON 11 being Part 1 on 58R-17767, being Part of 03826-0218 (North East Corner of Franklin & Main Street, Cambridge);
25. PT LT 9 RCP 1384 being Part 8 on 58R-17760, being Part of 03796-0032 (1225 Franklin Blvd, Cambridge);
26. PT LT 24, PL 1126 being Parts 25 and 26 on 58R-17762, being Part of 03821-0152 (532 Franklin Blvd, Cambridge);
27. PT LT 44 RCP 1135 being PT 6 on 58R-17764, being Part of 03821-0390 (500 Franklin Blvd, Cambridge);
28. PT LT 44 RCP 1135 being Parts 24, 26 and 28 on 58R-17763, being Part of 03821-0381 (470-472 Franklin Blvd, Cambridge);
29. PT LT 39 & 40 RCP 1135 being Part 10 on 58R-17763, being Part of 03822-0039 (416 Franklin Blvd, Cambridge);
30. PT LT 5 CON 10 being Parts 25 and 28 on 58R-17767, being Part of 03824-0045 (200 Franklin Blvd, Cambridge);
31. PT LT 29 RCP 1135 being Parts 9, 11 and 12 on 58R-17766, being Part of 03826-0190 (365 Franklin Blvd, Cambridge);
32. PT LT 5 CON 11 being Parts 40 and 41 on 58R-17767, being Part of 03824-0043 (500 Main Street, Cambridge);
33. PT LT 28 RCP 1135 and PT LT 5 CON 11 being Part 33 on 58R-17766, being Part of 03824-0042 (350 Franklin Blvd, Cambridge);
34. PT LT 38 RCP 1135 being Parts 69, 75 and 78 on 58R-17766, being Part of 03822-0083 (384-390 Franklin Blvd, Cambridge);
35. PT LT 18 PL 1126 being Part 37 on 58R-17762, being Part of 03821-0148 (283 Clyde Road, Cambridge);
36. PT LT 37 RCP 1135 being Part 67 on 58R-17766, being Part of 03822-0084 (378 Franklin Blvd, Cambridge);
37. PT LT 36 RCP 1135 being Parts 64 and 70 on 58R-17766, being Part of 03822-0086 (364 Franklin Blvd, Cambridge);
38. PT LT 35 RCP 1135 being Parts 47 and 51 on 58R-17766, being Part of 03822-0087 (354 Franklin Blvd, Cambridge);
39. PT LT 28 RCP 1135 being Parts 36, 38 and 40 on 58R-17766, being Part of 03824-0041 (352 Franklin Blvd, Cambridge);
40. PT LT 28 RCP 1382 being Part 39 on 58R-17760, being Part of 22642-0066(R) (200 Sheldon Drive, Cambridge);
41. PT LT 28 RCP 1382 being Part 38 on 58R-17760, being Part of 22642-0133 (1220 Franklin Blvd, Cambridge);
42. PT LT 2, RCP 1384 being Part 9 on 58R-17759, being Part of 03765-0106 (220 Pinebush Road, Cambridge);
43. PT LT 2 RCP 1149 being Part 51 on 58R-17759, being Part of 22642-0046 (201 Pinebush Road, Cambridge);
44. PT LT 1 RCP 1149 being Part 54 on 58R-17759, being Part of 22642-0045 (193 Pinebush Road, Cambridge);
45. PT LT 3 RCP 1149 being Part 49 on 58R-17759, being Part of 22642-0054 (203 Pinebush Road, Cambridge).

Temporary Easement:

The right and easement, being a temporary easement in gross, for the free and unobstructed right, interest and easement, terminating on the 31st day of December, 2017, on, over, under and through the following properties for the purposes of construction, grading, and landscaping as required in connection with improvements to Franklin Boulevard and for such purposes, the free, unimpeded and unobstructed access to the lands at all times by employees, agents, contractors, workmen and anyone authorized by it, and vehicles, supplies and equipment at all times and for all purposes and things necessary for or incidental to the exercise and enjoyment of the right and easement:

1. PT LT 6-7 PL 837 being Parts 2 and 3 on 58R-17759 being Part of 03766-0271 (210 Pinebush Road, Cambridge);
2. PT LT 9 & 11, RCP1384 being Parts 22, 24, 26, 27, 28, 30, 31, 33, 57, 58 and 61 on 58R-17759, being Part of 03796-3637 (225 Pinebush Road, Cambridge);

3. LT 31 RCP 1382 being Parts 38, 42, 44, 45 and 47 on 58R-17759, being Part of 22642-0047 (209 Pinebush Road, Cambridge);

4. PT LT 2 RCP 1383, being Part 9 on 58R-17760, being Part of 03796-0047 (210 Sheldon Drive, Cambridge);

5. PT LT 24 RCP 1383 being Parts 2, 7, 38 and 39 on 58R-17761, being Part of 03796-0101 (1111 Franklin Blvd, Cambridge);

6. PT LT 29 RCP 1379 being Parts 33 and 34 on 58R-17760 and Part 1 on 58R-17768, being Part of 03790-0051 (1200 Franklin Blvd, Cambridge);

7. PT LT 1 RCP 1380 being Parts 15, 16, 18, 20, 21 on 58R-17761, being Part of 03796-0115 (1700 Bishop Street, Cambridge);

8. PT LT 56 PL 1126 being Part 7, 58R-17762, being Part of 03825-0443 (310 Clyde Road, Cambridge);

9. PT LT 20 PL 1126 being Part 32 on 58R-17762, being Part of 03821-0150 (287 Clyde Road, Cambridge);

10. PT LT 46 RCP 1135 being Part 4 on 58R-17763, being Part of 03826-0171 (399 Franklin Blvd, Cambridge);

11. PT LT 19 PL 1126 being Part 34 on 58R-17762, being Part of 03821-0149 (285 Clyde Road, Cambridge);

12. PT LT 47 RCP 1135 being Part 7 on 58R-17763, being Part of 03826-0173 (401 Franklin Blvd, Cambridge);

13. PT LT 46 RCP 1135 being Parts 1 and 2 on 58R-17763, being Part of 03826-0172 (501 Franklin Blvd, Cambridge);

14. PT LT 5 CON 11 being Parts 4, 5 and 6 on 58R-17767, being Part of 03826-0200 (600 Main Street, Cambridge);

15. PT LTS 41 and 42 RCP 1135 being Parts 12, 15, 18, 19 and 21 on 58R-17763, being Part of 03821-0787 (430-440 Franklin Blvd, Cambridge);

16. PT LT 22 & 24 PL 1126 being Part 23 on 58R-17762, being Part of 03826-0017 (531 Franklin Blvd, Cambridge);

17. PT LT 9 RCP 1384 being Parts 1, 2, 4, 5 and 6 on 58R-17760, being Part of 03796-0027 (1245 Franklin Blvd, Cambridge);

18. PT of LT 33, RCP 1135 being Part 8 on 58R-17763, being Part of 03826-0174 (395 Franklin Blvd, Cambridge);

19. PT LT 29 & 34 RCP 1135 being Parts 2 and 4 on 58R-17766, being Part of 03826-0189 (385 Franklin Blvd, Cambridge);

20. PT LT 21 RCP 1383 being Parts 18, 19, 21 and 22 on 58R-17760, being Part of 03796-0068 (225 Sheldon Drive, Cambridge);

21. PT LT 5 CON 11 being Part 42 on 58R-17767, being Part of 03826-0218 (North East Corner of Franklin & Main Street, Cambridge);
22. PT LT 23 PL 1126 being Parts 18, 19 and 21 on 58R-17762, being Part of 03826-0011 (299 Clyde Road, Cambridge);
23. PT LT 24 RCP 1383 being Part 1 on 58R-17761, being Part of 03796-0100 (1165 Franklin Blvd, Cambridge);
24. PT LT 28, RCP 1135 being Parts 26, 27, 29 and 30 on 58R-17766, being Part of 03826-0206 (East Side Franklin Blvd, Cambridge);
25. PT LT 24, PL 1126 being Parts 27, 28 and 29 on 58R-17762, being Part of 03821-0152 (532 Franklin Blvd, Cambridge);
26. PT LT 28, RCP 1135 being Parts 21, 22, 24 and 25 on 58R-17766 and PT LT 5 CON 11 being Part 8 on 58R-17767, being Part of 03826-0192 (East side Franklin Blvd, Cambridge);
27. PT LT 44 RCP 1135 being Parts 1, 2, 3, 4, 5 and 7 on 58R-17764, being Part of 03821-0390 (500 Franklin Blvd, Cambridge);
28. PT LT 23 PL 1126 being Parts 16 and 17 on 58R-17762, being Part of 03826-0012 (301 Clyde Road, Cambridge);
29. PT LT 44 RCP 1135 being Parts 25 and 27 on 58R-17763, being Part of 03821-0381 (470 -472 Franklin Blvd, Cambridge);
30. PT LT 39-40 RCP 1135 being Part 11 on 58R-17763, being Part of 03822-0039 (416 Franklin Blvd, Cambridge);
31. PT LT 23 PL 1126 being Part 13 on 58R-17762, being Part of 03826-0014 (305 Clyde Road, Cambridge);
32. PT LT 23 PL 1126 being Part 12 on 58R-17762, being Part of 03826-0015 (307 Clyde Road, Cambridge);
33. PT LT 23 PL 1126 being Parts 10 and 11 on 58R-17762, being Part of 03826-0016 (309 Clyde Road, Cambridge);
34. PT LT 5 CON 10 being Part 23, 24, 26, 27, 29 and 30 on 58R-17767, being Part of 03824-0045 (200 Franklin Blvd, Cambridge);
35. PT LT 5 CON 11 being Parts 36, 37 and 38 on 58R-17767, being Part of 03824-0043 (500 Main Street, Cambridge);
36. PT LT 28 RCP 1135 and PT LT 5 CON 11 being Part 34 on 58R-17766, being Part of 03824-0042 (350 Franklin Blvd, Cambridge);
37. PT LT 5 CON 10 being Parts 11 and 12 on 58R-17767, being Part of 03845-0008 (615 Main Street, Cambridge);
38. PT LT 38 RCP 1135 being Parts 68, 76 and 77 on 58R-17766, being Part of 03822-0083 (384-390 Franklin Blvd, Cambridge);
39. PT LT 18 PL 1126 being Part 36 on 58R-17762, being Part of 03821-0148 (283 Clyde Road, Cambridge);
40. PT LT 5 CON 10 being Part 9 on 58R-17767, being Part of 03845-0009 (635 Main Street, Cambridge);
41. PT LT 5 CON 10 being Part 33 on 58R-17767, being Part of 03824-0024 (495 Main Street, Cambridge);
42. PT LT 5 CON 10 being Part 32 on 58R-17767, being Part of 03824-0026 (503 Main Street, Cambridge);
43. PT LT 37 RCP 1135 being Parts 65 on 58R-17766, being Part of 03822-0089 (374 Franklin Blvd, Cambridge);
44. PT LT 36 RCP 1135 being Part 57, 58, 60, 61, 62, and 63 on 58R-17766, being Part of 03822-0086 (364 Franklin Blvd, Cambridge);
45. PT LT 35 RCP 1135 being Parts 48 and 49 on 58R-17766, being Part of 03822-0087 (354 Franklin Blvd, Cambridge);
46. PT LT 44 RCP 1135 being Part 22 on 58R-17763, being Part of 03821-0379 (460-462 Franklin Blvd, Cambridge);
47. PT LT 44 RCP 1135 being Parts 23, 29 and 30 on 58R-17763, being Part of 03821-0380 (466 Franklin Blvd, Cambridge);
48. PT LT 28 RCP 1135 being Parts 35, 37, 39, 41 and 43 on 58R-17766, being Part of 03824-0041 (352 Franklin Blvd, Cambridge);
49. PT LT 2 RCP 1149 being Parts 52 and 53 on 58R-17759, being Part of 22642-0046 (201 Pinebush Road, Cambridge);
50. PT LT 1 RCP 1149 being Part 55 on 58R-17759, being Part of 22642-0045 (193 Pinebush Road, Cambridge);
51. PT LT 3 RCP 1149 being Part 50 on 58R-17759, being Part of 22642-0054 (203 Pinebush Road, Cambridge);
52. PT LT 30 RCP 1382 being Parts 34, 36, 37 on 58R-17759, being Part of 22642-0049 (1250 Franklin Blvd, Cambridge);
53. PT LT 28 RCP 1135 being Parts 15, 16, 17, 18, 19 and 20 on 58R-17766, being Part of 03826-0191 (345 Franklin Blvd, Cambridge);
54. PT LT 5 CON 11 being Part 7 on 58R-17767, being Part of 03826-0199 (620 Main Street, Cambridge);
55. PT LT 23-24 RCP 1383 being Parts 3, 4 and 5 on 58R-17768, being Part of 03796-0095 (1177 Franklin Blvd, Cambridge);
56. PT LT 1 RCP 1380 being Parts 9 and 10 on 58R-17761, being Part of 03796-0116 (1710 Bishop Street North, Cambridge);
57. PT LT 37 RCP 1135 being Part 66 on 58R-17766, being Part of 03822-0084 (378 Franklin Blvd, Cambridge);
58. PT LT 22 RCP 1383 being Part 2 on 58R-17768, being Part of 03796-0094 (1185 Franklin Blvd, Cambridge);
59. PT LT 22 RCP 1383 being Parts 30 and 31 on 58R-17760, being Part of 03796-0070 (1195 Franklin Blvd, Cambridge);
60. PT LT 25 PL 1126 being Parts 8 and 9 on 58R-17762, being Part of 03826-0018 (311 Clyde Road, Cambridge);
61. PT LT 28 RCP 1382 being Parts 40, 41 and 43 on 58R-17760, being Part of 22642-0066(R) (200 Sheldon Drive, Cambridge);
62. PT LT 28 RCP 1382 being Parts 36 and 37 on 58R-17760, being Part of 22642-0133 (1220 Franklin Blvd, Cambridge);
63. PT LT 2, RCP 1384 being Parts 10, 11, 13, 14, 16, 17, 18, 20 and 21 on 58R-17759, being Part of 03765-0106 (220 Pinebush Road, Cambridge);
64. PT LT 21 RCP 1383 being Parts 24, 25, 26 and 28 on 58R-17760, being Part of 03796-0069 (1201 Franklin Blvd., Cambridge);
65. PT LT 29 RCP 1135 being Parts 10, 13 and 14 on 58R-17766, being Part of 03826-0190 (365 Franklin Blvd., Cambridge)
66. PT LT 5 CON 10 being Part 14 on 58R-17767, being Part of 03845-0007 (605 Main Street E, Cambridge);
67. PT LT 15 RCP 1378 being Part 30 on 58R-17761, being Part of 03794-0025 (1680 Bishop Street, Cambridge);

**Permanent Easement - Aerial:**

The right and easement, being an easement in gross, for itself, its successors and assigns and anyone authorized by it, in perpetuity to, at any time enter upon the following properties for purposes of constructing, installing, inspecting, repairing, altering, enlarging, replacing, correcting, operating, and maintaining aerial hydro installations and infrastructure overhead, including cables, pipes, conduits of all kinds, all appurtenances thereto, and maintaining required clearance areas for same, herein referred to as the aerial utility plant, which may be determined necessary from time to time through, over, upon, along and across the lands, and for all such purposes together with the free, unimpeded and unobstructed access for itself, its successors and assigns, servants, agents, contractors, workmen and anyone authorized by it, and vehicles, supplies and equipment at all times and for all purposes and things necessary for or incidental to the exercise and enjoyment of the right and easement:

1. PT LT 6-7 PL 837 being Parts 3, 4, and 5 on 58R-17759 being Part of 03766-0271 (210 Pinebush Road, Cambridge);
2. PT LT 31 RCP 1382 being Parts 38, 39, 43, and 44 on 58R-17759, being Part of 22642-0047 (209 Pinebush Road, Cambridge);
3. PT LT 21 RCP 1383 being Parts 24, 26, 27, and 28 on 58R-17760 and Parts 5 and 6 on 58R-17769, being Part of 03796-0069 (1201 Franklin Blvd, Cambridge);
4. PT LT 24 RCP 1383 being Parts 6, 7, and 38 on 58R-17761, being Part of 03796-0101 (1111 Franklin Blvd, Cambridge);
5. PT LT 1 RCP 1380 being Parts 11, 14, and 15 on 58R-17761, being Part of 03796-0115 (1700 Bishop Street, Cambridge);
6. PT LT 15 RCP 1378 being Parts 29 and 30 on 58R-17761, being Part of 03794-0025 (1680 Bishop Street, Cambridge);
7. PT LT 20 PL 1126 being Part 31 on 58R-17762, being Part of 03821-0150 (287 Clyde Road, Cambridge);
8. PT LT 5 CON 10 being Parts 13 and 14 on 58R-17767, being Part of 03845-0007 (605 Main Street E, Cambridge);
9. PT LT 9 RCP 1384 being Part 2 on 58R-17760, being Part of 03796-0027 (1245 Franklin Blvd, Cambridge);
10. PT LT 21 RCP 1383 being Parts 11, 17, 19, and 21 on 58R-17760 and Parts 2, 3 and 4 on 58R-17769 being Part of 03796-0068 (225 Sheldon Drive, Cambridge);
11. PT LT 23 PL 1126 being Parts 18, 20, 21 and 22 on 58R-17762, being Part of 03826-0011 (299 Clyde Road, Cambridge);
12. PT LT 23 PL 1126 being Part 16 on 58R-17762, being Part of 03826-0012 (301 Clyde Road, Cambridge);
13. PT LT 5 CON 10 being Parts 24, 29, 30 and 31 on 58R-17767, being Part of 03824-0045 (200 Franklin Blvd, Cambridge);
14. PT LT 5 CON 11 being Parts 37 and 39 on 58R-17767, being Part of 03824-0043 (500 Main Street, Cambridge);
15. PT LT 5 CON 10 being Part 12 on 58R-17767, being Part of 03845-0008 (615 Main Street, Cambridge);
16. PT LT 5 CON 10 being Part 10 on 58R-17767, being Part of 03845-0009 (635 Main Street, Cambridge);
17. PT LT 36 RCP 1135 being Parts 59 and 60 on 58R-17766, being Part of 03822-0086 (364 Franklin Blvd, Cambridge);
18. PT LT 35 RCP 1135 being Parts 49, 50 and 52 on 58R-17766, being Part of 03822-0087 (354 Franklin Blvd, Cambridge);
19. PT LT 28 RCP 1135 being Parts 37, 39, 41, 42 and 46 on 58R-17766, being Part of 03824-0041 (352 Franklin Blvd, Cambridge);
20. PT LT 15 RCP 1378 being Part 28 on 58R-17761, being Part of 03794-0026 (1100 Franklin Blvd, Cambridge);
21. PT LT 30 RCP 1382 being Parts 34 and 35 on 58R-17759, being Part of 22642-0049 (1250 Franklin Blvd, Cambridge);
22. PT LT 2, RCP 1384 being Parts 17, 19, and 20 on 58R-17759, being Part of 03765-0106 (220 Pinebush Road, Cambridge);
23. PT LT 1, RCP 1380 being Part 10 on 58R-17761, being Part of 03796-0116 (1710 Bishop Street North, Cambridge).

Permanent Easement - Anchor:

The right and easement, being an easement in gross, for itself, its successors and assigns and anyone authorized by it, in perpetuity to, at any time enter upon the following properties for purposes of constructing, laying down, installing, inspecting, repairing, altering, enlarging, replacing, correcting, operating, and maintaining hydro installations and infrastructure, both under ground and overhead, including cables, pipes, conduits of all kinds, all necessary poles, supporting wires and braces and other equipment and appurtenances thereto,
herein referred to as the utility plant, which may be determined necessary from
time to time through, over, upon, along and across the lands, and for all such
purposes together with the free, unimpeled and unobstructed access for itself,
its successors and assigns, servants, agents, contractors, workmen and anyone
authorized by it, and vehicles, supplies and equipment at all times and for all
purposes and things necessary for or incidental to the exercise and enjoyment of
the right and easement:

1. PT LT 6-7 PL 837 being Part 6 on 58R-17759 being Part of 03766-0271 (210
Pinebush Road, Cambridge);
2. PT LT 9 & 11, RCP1384 being Parts 23, 28, 29, 31, 32, 56, 57, 60 and 61 on
58R-17759, being Part of 03796-3637 (225 Pinebush Road, Cambridge);
3. PT LT 31 RCP 1382 being Parts 40, 41, 42, 48 and 59 on 58R-17759, being
Part of 22642-0047 (209 Pinebush Road, Cambridge);
4. PT LT 24 RCP 1383 being Parts 4, 5, 8, and 39 on 58R-17761, being Part of
03796-0101 (1111 Franklin Blvd, Cambridge);
5. PT LT 29 RCP 1379 being Parts 32 and 34 on 58R-17760 being Part of
03790-0051 (1200 Franklin Blvd, Cambridge);
6. PT LT 1 RCP 1380 being Parts 12, 13, 18, 19 and 20 on 58R-17761, being
Part of 03796-0115 (1700 Bishop Street, Cambridge);
7. PT LT 15 RCP 1378 being Part 32 on 58R-17761, being Part of 03794-0025
(1680 Bishop Street, Cambridge);
8. PT LT 56 PLAN 1126 being Parts 5 and 6 on 58R-17762, being Part of
03825-0443 (310 Clyde Road, Cambridge);
9. PT LT 20 PL 1126 being Parts 30 and 38 on 58R-17762, being Part of
03821-0150 (287 Clyde Road, Cambridge);
10. PT LT 5 CON 10 being Part 16 on 58R-17767, being Part of 03845-0007
(605 Main Street E, Cambridge);
11. PT LT 9 RCP 1384 being Parts 3, 4 and 5 on 58R-17760, being Part of
03796-0027 (1245 Franklin Blvd, Cambridge);
12. PT LT 21 RCP 1383 being Parts 13 and 14 on 58R-17760 and Part 1 on 58R-
17769 being Part of 03796-0068 (225 Sheldon Drive, Cambridge);
13. PT LT 5 CON 11 being Part 32 on 58R-17766 being Part of 03826-0218
(North East Corner of Franklin & Main Street, Cambridge);
14. PT LT 28, RCP 1135 being Parts 27, 28, 30 and 31 on 58R-17766, being Part
of 03826-0206 (East Side Franklin Blvd, Cambridge);
15. PT LT 28, RCP 1135 being Parts 22 and 23 on 58R-17766, being Part of
03826-0192 (East side Franklin Blvd, Cambridge);
16. PT LT 5 CON 10 being Parts 26 and 27 on 58R-17767, being Part of 03824-
0045 (200 Franklin Blvd, Cambridge);
17. PT LT 36 RCP 1135 being Parts 55, 56, 57, 58, 61, 63, 71, 72, 73 and 74 on
58R-17766, being Part of 03822-0086 (364 Franklin Blvd, Cambridge);
18. PT LT 35 RCP 1135 being Parts 53 and 54 on 58R-17766, being Part of 03822-0087 (354 Franklin Blvd, Cambridge);
19. PT LT 28 RCP 1135 being Parts 43, 44, and 45 on 58R-17766, being Part of 03824-0041 (352 Franklin Blvd, Cambridge);
20. PT LT 2 RCP 1149 being Part 52 on 58R-17759, being Part of 22642-0046 (201 Pinebush Road, Cambridge);
21. PT LT 15 RCP 1378 being Parts 26 and 27 on 58R-17761, being Part of 03794-0026 (1100 Franklin Blvd, Cambridge);
22. PT LT 30 RCP 1382 being Part 37 on 58R-17759, being Part of 22642-0049 (1250 Franklin Blvd, Cambridge);
23. PT LT 22 RCP 1383 being Part 30 on 58R-17760, being Part of 03796-0070 (1195 Franklin Blvd, Cambridge);
24. PT LT 28 RCP 1382 being Part 41 on 58R-17760, being Part of 22642-0066(R) (200 Sheldon Drive, Cambridge);
25. PT LT 2, RCP 1384 being Parts 11, 12, 14, 15, and 16 on 58R-17759, being Part of 03765-0106 (220 Pinebush Road, Cambridge).

**Full Taking:**

1. PT LT 21-22 PL 1126 being Parts 2 and 3 on 67R-745 except PT 1 on 67R3788, being all of 03821-0151 (289 Clyde Road, Cambridge);
2. PT LT 22 PL 1126 as in WS654737, being all of 03826-0010 (297 Clyde Road, Cambridge);
3. PT LT 56 PL 1126 as in 383969 except 423005, being all of 03825-0139 (300 Clyde Road, Cambridge).

And that staff be instructed to register a Plan of Expropriation for the property within three months of the granting of the approval to expropriate the property, as required by the “Expropriations Act;”

And that the registered owners be served with a Notice of Expropriation and a Notice of Possession for the property after the registration of the Plan of Expropriation;

And that if no agreement as to compensation is made with an owner, the statutory Offer of Compensation and payment be served upon the registered owners of the property in the amount of the market value of the interests in the land as estimated by the Region’s appraiser in accordance with the Expropriations Act;

And further that the Regional Solicitor be authorized to discontinue expropriation proceedings or any part thereof, in respect of the above described lands, or any part thereof, upon the registration on title of the required documentation to complete the transaction. [CR-RS-14-048]
5. That the Regional Municipality of Waterloo endorse the proposed action plan for future rail service to Cambridge, as described in Report P-14-073, dated June 17, 2014.

6. That the Regional Municipality of Waterloo take the following actions conditional on Novacore Communities Corporation or a related corporation, to the satisfaction of the Region’s Commissioner of Planning, Housing and Community Services, assuming ownership of the property municipally known as 83 Elmsdale Drive from the Corporation of the City of Kitchener and also conditional upon approval of a Tax Increment Grant for 83 Elmsdale Drive by the City of Kitchener, as described in Report P-14-071/F-14-072, dated June 17, 2014:

a) Approve a regional Tax Increment Grant under the joint Regional and Area Municipal program for an amount not to exceed $4,779,103 net of other future assistance, to be financed from the incremental tax revenue for the property following remediation, redevelopment and reassessment;

b) Provide the Tax Increment Grant subject to the completion of remediation and redevelopment of the property and upon final confirmation of any additional brownfield related financial assistance provided under the Region’s Brownfield Financial Incentive Program, or through the City of Kitchener; and

c) Authorize the Region’s Commissioner of Planning, Housing and Community Services and the Chief Financial Officer to execute any associated agreements with the registered owner of 83 Elmsdale Drive and the City of Kitchener, with the form and content of such agreement(s) to be satisfactory to the Regional Solicitor.

7. That the Regional Municipality of Waterloo approve cost sharing with the Corporation of the City of Kitchener for an estimated total cost of $2,027,578, exclusive of HST for relocation of the Corporation of the City of Kitchener’s natural gas infrastructure (Kitchener Utilities) in the City of Kitchener to accommodate the Light Rail Project as outlined in Report E-14-038 dated June 17, 2014.

8. That the Regional Municipality of Waterloo take the following actions regarding Grand River Transit’s MobilityPLUS fleet located at the Strasburg Road garage:

a) approve that the work of maintaining and repairing the MobilityPLUS buses be moved in-house to be undertaken by Transit Services staff.

b) authorize the addition of up to three full time equivalents (3.0 FTE’s) with no net increase to the operating budget to undertake this work. [E-14-068]

10. That the Regional Municipality of Waterloo take the following actions with respect to the preparation of a draft Master Plan for the Region of Waterloo International Airport (“the Airport”):

   (a) Endorse the recommendation of the Airport Master Plan Project Team to complete a draft Master Plan for the Airport on the basis of maximizing the existing capacity of the Airport as described in Report E-14-087 dated June 17th, 2014;

   (b) Include a strategy within the draft Master Plan for continuing the pursuit of additional passenger air service opportunities which will maximize the existing capacity of the Airport terminal building and associated Airport infrastructure as described in Report E-14-087 dated June 17th, 2014;

   (c) Incorporate a strategy for the attraction of additional businesses that may establish aeronautics or aviation-related undertakings within the thirty-five (35) acre leased land development area located in the northwest corner of the Airport;

   (d) Co-ordinate, where possible, the resources and strategies required for new air service development and new business attraction at the Airport with the Region’s broader economic development initiatives, including the development of the East Side Lands to the south of the Airport;

   (e) Direct Airport staff and the Master Plan Project Team to take the following additional matters into consideration in the preparation of a draft Master Plan for the Airport:

      (i) In consultation with the Aeronautical Noise Management Committee, consider additional opportunities for both increasing awareness concerning aeronautical noise and its mitigation;

      (ii) Prepare a 2015-2024 Capital Plan for the Airport to reflect the plan for maximization of the existing Airport infrastructure as set out in Report E-14-087 dated June 17th, 2014;

      (iv) Include a review of the Airport Master Plan, once approved, at regular intervals or upon the operations of the Airport achieving the passenger and financial objectives set out in Report E-14-087 dated June 17th, and
(v) Undertake an evaluation of any further actions, such as federal zoning protections or designation of airport reserve lands, that may be recommended to ensure opportunities for future growth are preserved.

(f) with respect to items b) and c) above staff be directed to develop a report detailing the requirement to hire a business development professional(s) to secure additional passenger service and also develop the airport business park and report back to Planning and Works Committee in September 2014.

11. That the Regional Municipality of Waterloo approve the Recommended Design Concept for the proposed reconstruction of Bridge Street between University Avenue and Woolwich Street as described in Report E-14-078 dated June 17, 2014.

12. That the Regional Municipality of Waterloo enter into a Consultant Services Agreement with MMM Group Limited to provide consulting engineering services for detailed design and services during construction – River Road Extension, King Street to Manitou Drive, Kitchener at an upset fee of $2,817,397.41 plus applicable taxes for the detailed design phases, with construction contract administration and construction inspection services to be paid on a time basis as described in Report E-14-079 dated June 17, 2014.

13. That the Regional Municipality of Waterloo approve an amendment to the Consultant Services Agreement with MTE Consultants Inc. for the provision of consulting engineering services for the Notre Dame Drive and Snyder’s Road Reconstruction in the Petersburg Settlement Area, Township of Wilmot to include payment for services required to conduct additional public consultation and to perform additional preliminary design above and beyond the scope of the original agreement, at an upset limit of $113,080.00 plus applicable taxes for a total upset limit of $363,025.00 plus applicable taxes. [E-14-081]

14. That the Regional Municipality of Waterloo enter into a Consulting Services Agreement with LVM Inc. to provide geotechnical consulting services for planned roadway improvements and roundabout construction on Franklin Boulevard in the City of Cambridge at an Upset Fee limit of $133,910.40 plus applicable taxes for the geotechnical investigation, with construction field services to be paid on a time basis, as outlined in report E-14-082, dated June 17, 2014.

15. THAT the Regional Municipality of Waterloo extend the Consulting Services Agreement with Matrix Solutions Inc. to provide consulting geosciences services to update well head protection areas and provide technical support through to December 31, 2015 at an upset limit of $250,000 plus applicable taxes, as per report E-14-077, dated June 17, 2014.
16. That The Regional Municipality of Waterloo take the following actions with respect to the wastewater operations and maintenance:

   a) Endorse the preferred approach for wastewater service delivery as described in Report CR-RS-14-033/E-14-070 dated June 17, 2014;

   b) Authorize staff to provide written notice to the Ontario Clean Water Agency (OCWA) of the Region’s intent to extend the existing agreement for the management, operation, and maintenance of wastewater treatment facilities within the Waterloo Region for a second 5 year period till December 31, 2020; and

   c) Direct staff to bring back a report outlining the terms of the five-year renewal (January 1, 2016, to December 31, 2020) for consideration by Regional Council in early 2015

June 16, 2014
The Regional Municipality of Waterloo

Community Services Committee

Summary of Recommendations to Council

The Community Services Committee recommends as follows:

1. That the Regional Municipality of Waterloo donate $1,000 to the Town of Goderich for its tree planting program to be funded by revenues from the 2014 Emergency Services Conference as outlined in report SS-14-029, dated June 17, 2014.


3. That the Regional Municipality of Waterloo amend current service agreements with the Waterloo Region District School Board and the Waterloo Catholic District School Board to incorporate all school sites offering extended day programs effective September 1, 2014; and further that the Regional Municipality of Waterloo amend current service agreements with Conestoga College Institute of Technology and Advanced Learning, 299 Doon Valley Drive, Kitchener, ON N2G 4M4; Creative Beginnings Child Care Centre, 1140 Snyder’s Rd. West, Baden, ON N3A 3L3; Jacob Hespeler Child Care Services, 640 New Hampshire Street, Waterloo, ON N2K 0A5; Young Women’s Christian Association, Kitchener-Waterloo, 153 Frederick Street, Kitchener, ON N2H 2M2; and Kitchener Waterloo Young Men’s Christian Association, 161 Roger Street, Waterloo, ON N2J 1B1, for the purposes of offering youth development programs, as outlined in report SS-14-033, dated June 17, 2014.

4. That Regional Council request all of the Area Municipalities to consider using density bonusing and other local tools and incentives in order to increase the variety and supply of affordable housing across the community, as means of addressing both existing and future needs;
And that the creation of affordable housing be a high priority for the Region and Area Municipalities in the consideration of development and redevelopment proposals, including areas within and around ION station areas and in proximity to Grand River Transit routes, as described in P-14-070, dated June 17, 2014.

June 17, 2014
The Regional Municipality of Waterloo

Administration and Finance Committee

Summary of Recommendations to Council

The Administration and Finance Committee recommends as follows:

1. That the Regional Municipality of Waterloo approve the draft Corporate Energy Conservation and Demand Management Plan (“the Corporate Energy Plan”), as appended to report CR-FM-14-005;

   And That the Plan be published on the Region’s website and made available to the public as required by Ontario Regulation 397/11 made under the “Green Energy Act”.

2. That the Regional Municipality of Waterloo take the following action regarding the 2014 Grants to Community Organization as outlined in Report CC-14-001 dated June 17, 2014:

   a) Approve the 2014 grants to Community Organizations as recommended by the Grants Committee and shown on the attached Appendix 1;

   b) Direct staff to issue a Request for Proposal in late 2014 or early 2015 for the provision of a community information database.

3. That the Regional Municipality of Waterloo undertake a Regional Service Review under the direction of the Audit Committee as generally described in report F-14-074/CA-14-006 dated June 17, 2014;

   And That the 2014 capital budget and 2015 capital forecast be amended to include the Regional Service Review at an estimated cost of $500,000 to be funded from the 2014 and 2015 Internal Audit Budgets and from the Capital Levy Reserve Fund, as set out in report F-14-074/CA-14-006.

June 17, 2014
Region of Waterloo  
Office of the Chief Administrator

To: Chair Ken Seiling and Members of Regional Council  
Date: June 25, 2014  
File Code: H08-50  
Subject: 2014 Organizational Structure Review

Recommendation:

That the Regional Municipality of Waterloo approve the Department organizational structure as presented in Report CA-14-007.

Summary:

Nil

Report:

It is important for organizations to periodically review their organizational structures to ensure they remain efficient, effective and responsive to changing community needs and expectations. Over the last 5 years, several Departments and Divisions within the Region have reviewed and modified their organizational structures including:

- Public Health – in response to changing Provincial Public Health Standards;
- Information Technology Services – as a result of findings and recommendations from a Program Review;
- Facilities Management – as a result of findings and recommendations from a Program Review;
- Housing Operations – as a result of findings and recommendations from a Program Review.

Other recent organizational changes include the centralization of Geographic Information System (GIS) functions, and the transfer of staff from various departments to create the Service First Call Center. An overview of the Region’s current organizational structure is attached as Appendix 1.
Notwithstanding these changes, it has been many years since a review was conducted of the Region’s overall organizational structure. Early this year, staff initiated a comprehensive review of the Region’s overall organizational structure (see report CA-14-004). The primary reasons for conducting a comprehensive organizational structure review at this time include the following:

- The Region has assumed many new functions since the current organizational structure was established in the mid 1990’s, including: waste collection, transit, housing, Provincial Offences Act (POA) and Emergency Medical Services (EMS).
- Because of these new functions, and expansion of other Regional programs, the organization has grown considerably since the current organizational structure was established.
- Provincial and Federal funding programs and regulations have changed in recent years, resulting in an increased emphasis on program co-ordination and efficiency.
- Community expectations continue to increase, without commensurate increases in funding and staff, resulting in an ongoing need to do more without additional resources.
- The organization is in the early stages of a significant wave of retirements. Between mid-2013 and mid-2014 approximately 20% of the Region’s senior management team (SMT) will have retired or announced their retirement. All of these positions are being filled on an interim/acting basis pending the outcome of this organizational structure review. This provides a significant opportunity to review and, if necessary, modify the organizational structure while minimizing the impact on current staff.

Organizational Structure Review – Scope

The primary purpose of the review was to ensure that the Region’s organizational structure is helping us to achieve our goals and objectives and delivering excellent service as efficiently and effectively as possible. Some key questions addressed during the review included the following:

- Does our current organizational structure help us achieve our goals and objectives?
- Are there elements of our organizational structure or processes that get in our way, complicate or hinder our program delivery?
- Are there ways we can make our organizational structure more efficient (provide better value for money), more effective (achieve desired outcomes), more understandable to our customers/citizens, and more responsive to community needs?

The review has primarily focused on organizational structure at the Departmental level.
One of the principles guiding the review is that there will be no net increase in positions or operating costs as a result of any organizational changes.

**Organizational Structure Review – Approach**

In conducting an organizational review, it is important to take advantage of the knowledge and experience within the organization; to gather input from community members who interact with our organization; and to have knowledgeable, objective external assistance to guide the process.

The Region engaged 2 consulting firms to provide advice, guidance and assistance with the review process. Glenn Pothier of GLPi Consulting was engaged primarily to facilitate the information gathering phase of the process. Glenn is an expert facilitator, who is familiar with the community and the organization through numerous projects, including facilitating the Region’s 2011-2014 Strategic Planning process. Graham Herbert and Mary Baetz of Western Management Consultants (WMC) were engaged to provide third-party objective advice regarding the development and analysis of organizational structure options. Graham, Mary and the team at WMC have been involved in organizational reviews and organizational development for numerous municipalities including most Regions in Ontario, and the Cities of Toronto, Kitchener, Guelph and Vaughan.

The review to date has followed a three-phase process as noted below. The process has been directed by the Chief Administrative Officer, and the Corporate Leadership Team (CLT) has been fully involved in all aspects of the review.

**Phase One – Evaluation of Current Organizational Structure (January to March 2014).**

**Phase Two – Identify and Evaluate Organizational Structure Options (April to May 2014).**

**Phase Three – Develop Recommendations Regarding Departmental Structure and Implementation Plan (May to June 2014).**

The significant findings and outcomes of each phase are described in the following sections.

**Evaluation of Current Organizational Structure**

The evaluation of the current organizational structure was conducted primarily by Glenn Pothier, and involved gathering information from numerous sources, including:

- Individual interviews with members of Regional Council, member of CLT, and knowledgeable community partners from the business and not-for-profit sectors.
• Focus groups with senior management staff and Area Municipal Chief Administrative Officers.
• Focus groups with members of various Regional advisory committees.
• A survey for Regional staff (available in on-line and paper versions).

The input provided included numerous suggestions from Councillors, community members and staff regarding ways to improve the Region’s organizational structure. The issues and opportunities that were mentioned frequently included the following:

• Combine homelessness programs with the remainder of Housing programs, and better integrate these “shelter and housing” programs with other social service programs.
• Better integrate transportation planning functions (for roads, transit and active transportation) with transportation (roads) and transit operations. Ensure the transportation planning functions are in the same Department as other transportation programs (roads and transit), either as a distinct Transportation Planning division or integrated with the operating divisions.
• Rationalize/streamline programs for children (currently offered in Public Health and Social Services), especially “clinical” type programs currently in Social Services.
• Better integrate and coordinate emergency planning functions (currently included in CAO’s Office, Social Services and Public Health).
• Streamline the provision of “corporate support” services by reducing the number of “corporate support” departments (currently Finance, Human Resources and Corporate Resources).
• Create better “balance” in scope and size of Departments.
• Consider splitting Transportation and Environmental Services into 2 Departments – one focused exclusively on Transportation (roads, transit, rapid transit), and one (combined with Planning) focused on Planning and Environmental Services (including Water, Wastewater, Waste Management and Community Planning).
• Reduce the number of direct reports to the CAO (currently 7 Commissioners and 4 CAO Office reports).
• Better integrate the evolving Economic Development Office with other related activities and supports (e.g. planning, east side lands, airport, etc.).
• Better integrate programs such as AODA, diversity and inclusion, volunteer management with Human Resources and Citizen Service.
• Better integrate and coordinate programs focused on “Business process improvement” including program reviews, performance measurement, and service measurement and improvement.
Development and Evaluation of Organizational Structure Options

Based on the evaluation of the current organizational structure, the issues and opportunities identified, and a review of organizational structures in other municipalities, Western Management Consultants worked with CLT to identify and evaluate a range of organizational structure options.

To assist with evaluating options, CLT, with input from WMC, developed a number of evaluation criteria. CLT identified that the overall goal of the Region’s organizational structure is to “put people first”. The organizational structure should help us address the needs of those we serve, and the people who provide that service. It should also help us to achieve our strategic goals and objectives and deliver excellent service as efficiently and effectively as possible.

The following criteria were developed based on the above goal:

- **Promote/facilitate/enhance the provision of seamless, responsive customer service.**
  - Service is clear and simple for our clients/citizens/customers and staff to understand, access and navigate.
  - Provide effective, responsive, integrated internal support services to all program areas.
- **Identify clear responsibility and accountability** for each program and service and for achieving specific outcomes.
  - Promote/facilitate nimble and streamlined decision-making by identifying clear responsibility and accountability for decisions.
- **Facilitate effective program management.**
  - Provide appropriate spans of control, appropriate range of responsibilities, and facilitate effective program management and oversight.
  - Balance workloads and responsibilities between and among divisions and departments.
- **Be as efficient as possible.**
  - Make the best possible use of staff and financial resources and minimize/avoid overlap or duplication of roles or functions.
  - Minimize number of “hand-offs” or interfaces required between programs/divisions/departments to complete a specific task, or deliver a “complete service”.
- **Encourage optimal staff contribution and development.**
  - Encourage and support all staff to operate/perform at a level appropriate for their position.
  - Make the best, most effective use of leadership talent in the organization (at all levels).
- Provide opportunities for staff growth and development and enhance succession planning, talent attraction and retention.
- Promote alignment with the Region’s vision for the community and with our strategic goals and objectives.
  - Promote integration and collaboration and minimize the potential for related programs and services to work in “silos”.
- Reinforce the Region’s organizational culture and values.
  - Support and foster the Region’s values of Service, Integrity, Respect, Innovation and Collaboration.
  - Ensure appropriate depth, breadth and diversity of perspectives at the leadership level (CLT and SMT).
- Position the Region to prepare for and respond to future pressures for service changes or expansions.

WMC and CLT identified numerous organizational structure options to address the issues and opportunities identified, and to satisfy the criteria noted above. Through this process, several things became apparent:

- There are an almost infinite number of organizational structure options for an organization of the Region’s size and scope. There is no one “right” organizational structure. Any organizational change and organizational design has advantages and disadvantages. Changes to existing organizational structures can have significant “ripple” effects. It is important to consider the ripple effects of any proposed organizational changes and (to the extent possible), ensure that any organizational structure changes have an overall net positive impact. It is important to avoid “change for the sake of change” and to ensure that changes have an overall positive impact.
- In evaluating various organizational structure options relative to the criteria identified earlier, some options rate highly on a few criteria, other options rate highly on other criteria. In these instances, it becomes a matter of judgment about which option is preferable.
- Because of the wide variety of possible organizational structure options, it is important to focus first on the “Department” level structure, and agree on the appropriate grouping of functions within each Department before trying to resolve the optimum Divisional and program structure within each Department.

**Recommended Departmental Structure**

Based on the extensive review and analysis of various options conducted by CLT and WMC, the recommended Departmental Structure is shown in Figure 1. The Commissioners of each of the new Departments are also noted on Figure 1.
Figure 1 – Recommended Departmental Structure
The functions included in each Department are shown on the figure but it is important to emphasize that the structure of Divisions and programs within each Department has not yet been finalized. Should Council approve the proposed Departmental structure, staff will undertake the next phase of the organizational re-design, and will refine and finalize the Divisional and program structure within each of the new Departments. It is also important to note that the names associated with each Department should be considered “working titles” at this time. It is possible that the Department names may be refined through the next phase of work.

The key elements of the proposed Departmental structure, key changes from the current organizational structure, and rationale for the structure and changes include those described below. It is important to note that the changes proposed should NOT be seen as any negative comment about the quality or value of work done by any Department or Division – which continue to be very professional and high quality.

- The number of Departments is reduced from 7 to 6. This essentially involves distributing the functions currently in the Corporate Resources Department among other Departments. Given the recently announced retirement of the Commissioner of Corporate Resources, this reduction in Departments (and Commissioners) can be done through attrition.

- The Housing Division moves to the Social Services Department, which will now be known as Community and Social Services. This will provide an opportunity to better integrate the homelessness programs currently provided within Social Services, with the remainder of the housing programs, to deliver the full spectrum of “Homelessness to Housing” programs in a more integrated, coordinated way. Integrating Housing into the Social Services Department provides a number of potential benefits for our clients and citizens:
  - It positions all services geared to low income populations (not just OW or ODSP clients) within the department with primary responsibility for those services and low-income populations.
  - All services within the Department require eligibility determination, subsidy for eligible clients and service system oversight/management.
  - Allows for co-location of intake leading to potential development of integrated intake for various social service programs – reducing the number of times and locations clients must attend to apply for services or maintain eligibility.
  - Allows for support services currently in E&IS (specifically Family Support) to be integrated with Children’s and Housing Services to ensure support for sole support parents in those Divisions.
Some Children’s Services programs move from Social Services to Public Health. In particular, the Infant Development and Special Needs resources programs will be integrated with other related programs within the Child & Family Health Division in Public Health. These programs are all “clinical” in nature, and will integrate all programs focused on provision of direct service to children with risk and their families into one Division. This will facilitate a seamless experience for these families, minimize duplication of referrals and maximize cross-training opportunities for staff.

Transportation Planning functions will be transferred to Transportation and Environmental Services, where they will be better integrated with the road and transit planning, design and operation functions. This will consolidate all Transportation-related functions within Transportation and Environmental Services (T&ES); it will better integrate road, transit and active transportation planning with the design, construction and operations of these facilities; and it will provide more clear responsibility and accountability for transportation-related functions. Corridor control functions which are closely linked to development application approvals will remain within the Planning Department.

Emergency Planning/Emergency Management functions will be consolidated in the (newly named) Public Health and Emergency Services Department. Currently, Emergency Planning, preparedness and response functions are provided within the CAOs Office, Social Services and Public Health. Combining these functions will provide better integration of activities, more opportunity for cross-training and back-up support, and closer integration between these Emergency Planning functions and EMS services.

Creation of a Planning, Development and Legislative Services Department. This Department includes the Community Planning and Culture (libraries and museums) programs which have historically been part of the Planning, Housing and Community Services Department. The new Department includes some new elements:

- Economic Development responsibilities will be included in this Department, likely as part of a Planning and Economic Development Division. This will provide a focal point for the Region’s economic development activities, and will help ensure that Economic Development is considered and integrated with the Region’s planning and development approval activities.
- Environmental Planning functions will be integrated within this Department (likely in a Planning and Economic Development Division). This will include current Environmental Planning activities, as well as the Corporate
Environmental Sustainability Office (currently part of Corporate Resources Department). Combining these functions will provide a greater co-ordination and integration of the Region’s environmental planning activities.

- Legal Services and Council and Administrative Services will be included in this new Department. There is considerable interaction between Legal Services and Planning on matters such as the Regional Official Plan, and development approvals. It is also helpful to keep Legal Services and Council and Administrative Services within the same Department for several reasons. There is significant interaction between these two Divisions on various matters, including POA; numerous aspects of information management and the Regional Clerk’s responsibilities are legislatively prescribed; and both the Regional Solicitor and Regional Clerk have statutory reporting relationships with Regional Council on selected matters.

- The Region of Waterloo International Airport will also be part of the new Planning, Development and Legislative Services Department. Including the Airport within this Department is intended to increase the focus on the economic development potential of the Airport. The Airport is a key driver of economic development in Waterloo Region, and including it within the Department responsible for Economic Development will enhance and leverage the Airport’s economic development significance. The Region also owns significant lands around the Airport which are available for employment purposes. Better integration of the Airport with the Region’s Planning and Economic Development functions will encourage and facilitate the accelerated development of these Regionally-owned “employment lands”. Finally, the Airport is strategically located in the midst of the “East-side lands” which will be a focus for greenfield development over the next decade. Close integration between the Region’s Planning, Economic Development, and Airport responsibilities will ensure the Airport’s potential is optimized as development of the East Side lands proceeds.

- Creation of a Finance and Corporate Services Department. This Department will include the functions currently provided by the Finance Department, and will also include the functions of the Information Technology Services (ITS) Division and the Facilities Management and Fleet Services Division. This Department will be responsible for providing most of the corporate services to support all other Regional programs and services. This will allow for the continued provision of these corporate support services in an integrated and coordinated way.
• Creation of a Human Resources and Citizen Services Department. This Department will include the functions currently provided by the Human Resources Department, and will also include the Region’s evolving “Citizen Service” functions. The Citizen Service functions include the newly created “Service First Call Center”, and the Region’s Service Improvement Strategy. Combining these functions with Human Resources highlights the key link between engaged and supported employees and the provision of excellent service. This is a key element of the Region’s focus on “People, Service, Trust” based on the public sector value chain. Integrating Human Resources and Citizen Service in one Department will also provide a focal point over time for several initiatives which have both an internal Human Resources focus, as well as an external service delivery dimension. These may include activities related to AODA, volunteer management, and diversity and inclusion. This new Department will build on and reinforce the Region’s commitment to recruiting, retaining and developing staff, and the Region’s commitment to innovation and overall service improvement.

• Creation of a small Corporate Performance and Innovation Team within the CAO’s office. This team would include and integrate the Region’s current internal audit, program review and performance measurement functions. It would also take on responsibility for identifying and promoting opportunities to improve the efficiency and effectiveness of Regional programs, and for encouraging and facilitating innovation within the organization. This enhanced centralized focus on Performance and Innovation recognizes the need and opportunity to focus on performance and promote innovation to help the Region prepare for and respond to financial and service delivery challenges in the years ahead.

Next Steps

Upon approval by Regional Council of the recommendation contained in this report, the next steps in the organizational restructuring would include the following:

• Commissioners will work with Directors and Managers who will be in the “new” Departments to evaluate options for Divisional and program structures within each “new” Department. This work will take place through July and August, and will be complete by mid-September. The principles and criteria used in the initial phase of the organizational review will also apply to this next phase of work. This phase will conclude with the finalization and announcement of the organizational structure within each Department.

• The Region would initiate a selection and recruitment process for the new Commissioner of Human Resources and Citizen Service as soon as possible. Details regarding the internal structure of that new Department would not be
resolved until after the new Commissioner is in place. Until that time, the Human Resources Department will continue to function in its current structure and Citizen Service will continue its current reporting relationship and activities with the Corporate Resources Department.

- The new organizational structure will take effect on November 3, 2014. In this way, the newly elected Council will be oriented to the new organizational structure. The time between mid-September and November 3, 2014 will be used to work through any transitional issues, so that the new structure is as functional as possible on November 3, 2014.
- Until the new structure takes effect in November, all current responsibilities and reporting relationships remain as they currently exist. Therefore, Councillors, community members and staff should continue to work with Commissioners, Directors and other staff in their current roles until the new structure takes effect in November.

**Corporate Strategic Plan:**

The Organizational Structure Review supports the Service Excellence Focus Area, particularly the objectives related to:

- Ensuring satisfaction with Regional programs and services.
- Ensuring Regional programs are efficient and effective and demonstrate accountability to the public; and
- Retaining, recruiting and developing skilled, motivated and citizen-centred employees.

**Financial Implications:**

The Departmental structure recommended in this report will reduce the number of Departments from 7 to 6, resulting in the elimination of one Commissioner position with an annual savings of approximately $250,000 in salary and benefit costs.

**Other Department Consultations/Concurrence:**

All Regional Departments have been involved in the organizational structure review, and the Corporate Leadership Team has been, and will continue to be actively involved in the review process.

**Attachments:**

Appendix 1: Current Region of Waterloo Departmental and Divisional Organizational Structure.

**Prepared and Approved By:** Michael Murray, Chief Administrative Officer
Appendix 1: Regional Municipality of Waterloo Organizational Structure (Commissioners and Directors) June 2014