Regional Municipality Of Waterloo

Planning and Works

Agenda

Tuesday, April 29th, 2014

9:00 a.m.

Regional Council Chambers

150 Frederick Street, Kitchener

1. Declarations Of Pecuniary Interest Under The Municipal Conflict Of Interest Act

2. Delegations
   a) E-14-045, School Board Service Changes
      i. Marilyn Allen, Waterloo Region District School Board and Shesh Maharaj Waterloo Regional Catholic School Board

Consent Agenda Items

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

3. Request to Remove Items From Consent Agenda

Docs #1620229
4. **Motion To Approve Items Or Receive for Information**

**Reports**


b) **P-14-047**, Comments Regarding the Preliminary Performance Indicators for the Provincial Growth Plan for the Greater Golden Horseshoe (Approval)

c) **P-14-058**, New Provincial Policy Statement (2014) (Information)

d) **P-14-048**, 2013 Building Permit Activity and Growth Monitoring (Information)

e) **P-14-049**, Amendment to Regional Municipality of Waterloo Controlled Access By-law #58-87 for Access to Regional Road #50 (Westmount Road), City of Waterloo (Approval)

f) **CR-RS-14-027**, Authorization to Expropriate Lands (2nd report) for Road Improvements to Bloomingdale Road (Kraft Drive to Bridge Street), in the City of Kitchener (Approval)

g) **Sawmill Road Improvements** (River Street to Snyder’s Flats Road), Bloomingdale, Township of Woolwich – Information Package in Advance of Public Consultation Centre

h) **Manitou Drive Improvements**, Homer Watson Boulevard to Bleams Road, City of Kitchener – Information Package in Advance of Public Consultation Centre

i) **E-14-043.1**, Water Efficiency Advisory Committee, Terms of Reference (Approval)

**Information/Correspondence**

j) **Memo**, Thumbs Up Waterloo Region!

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**Regular Agenda Resumes**

5. **Reports – Planning, Housing and Community Services**

**Community Planning**

a) **P-14-051**, Regional Transit Supportive Strategy for the City of Cambridge – Proposed 2014 Implementation Plan
Transportation Planning

b) P-14-053, 2014 Transit Service Changes Update

c) P-14-055, Recommended Grand River Transit 2014 Fare Structure

Reports – Transportation and Environmental Services

Design and Construction

d) E-14-047, Consultant Selection - Detailed Design and Services During Construction for the Elmira Wastewater Treatment Plant Supervisory Control and Data Acquisition (SCADA) Upgrades, Township of Woolwich

e) E-14-048, Recommended Intersection Improvements at Westmount Road and Laurelwood Drive Extension, City of Waterloo

f) E-14-049, Recommended Intersection Improvements at Erb Street and Waterloo Waste Management Centre Gates 1 and 2, City of Waterloo

g) E-14-050, Consultant Selection – Class Environmental Assessment, Detailed Design and Services During Construction, Fischer Hallman Road From Bleams Road to Plains Road, City of Kitchener

h) E-14-051, Consultant Selection – Preliminary Design Detailed Design, Construction Administration and Inspection Services for Snyder’s Road Improvements from Christian Street Easterly to Gingerich Road, Township of Wilmot

Rapid Transit

i) CR-RS-14-028, Authorization to Expropriate Lands (2nd report) in the City of Cambridge Designated as Part of Phase IV of Stage 1 of the Rapid Transit Project Relating to Lands that are Necessary for Adapted Bus Rapid Transit

Transportation

j) E-14-044, West Montrose Covered Bridge Preservation Plan

k) E-14-052, Progress Update Regarding Enhancing Pedestrian and Cyclist Mobility on Roads in Ontario and Provincial Bill 173

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l) E-14-056, More Plastic Bags and Outer Wrap to be Recycled in the Blue Box Program
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n) E-14-058, Rural Transfer Stations Update 245

**Waterloo Services**

o) E-14-053, Grand River Watershed Water Management Plan – Update on Endorsement Activities 257

p) E-14-054, Sewer Use By-law Review 270

6. **Information/Correspondence**

a) Council Enquiries and Requests for Information Tracking List 273

7. **Other Business**

8. **Next Meeting – May 27, 2014**

9. **Adjourn**
# Next Meetings

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Description</th>
<th>Location</th>
</tr>
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<tbody>
<tr>
<td>May 27, 2014</td>
<td>9:00 A.M.</td>
<td>Planning and Works Committee</td>
<td>Council Chamber 2nd Floor, Regional Administration Building 150 Frederick Street Kitchener, Ontario</td>
</tr>
<tr>
<td>June 17, 2014</td>
<td>9:00 A.M.</td>
<td>Planning and Works Committee</td>
<td>Council Chamber 2nd Floor, Regional Administration Building 150 Frederick Street Kitchener, Ontario</td>
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<tr>
<td><strong>Transportation and Environmental Services</strong></td>
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<tr>
<td>Thur. May 1, 2014</td>
<td>5:30 P.M</td>
<td>Manitou Drive Improvements, Homer Watson Boulevard to Bleams Road, City of Kitchener - Public Consultation Centre</td>
<td>Conestoga Place 110 Manitou Drive Kitchener, Ontario</td>
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<tr>
<td></td>
<td>8:00 P.M.</td>
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<tr>
<td>Thur., May 8, 2014</td>
<td>5:00 P.M.</td>
<td>Sawmill Road Improvements (River Street to Snyder's Flats Road), Bloomingdale, Township of Woolwich - Public Consultation Centre</td>
<td>Bloomingdale Community Centre 1031 Snyder's Flats Road Bloomingdale, Township of Woolwich</td>
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Region of Waterloo
Transportation and Environmental Services
Transit Services (GRT)

To: Jim Wideman and Members of the Planning and Works Committee

Date: April 29, 2014

File Code: T17-02

Subject: School Board Transit Service Changes

Recommendation: For information.

Summary:

In late 2013 the local School Boards adjusted the start and finish times at a number of elementary and high schools (effective in September 2014) to allow them to make greater use of yellow school buses and reduce their transportation costs. This change has service and financial impacts for the Region as outlined in this report.

Report:

In 2013 local School Boards adjusted their scheduled start and finish times at several elementary and high schools (effective September 2014) to increase the use of yellow buses and reduce their transportation costs. This change will result in less use of GRT buses since the school boards will make multiple trips with yellow buses, based on the extended window of start times.

Over the past few years GRT had requested similar adjustments to the start times at high schools so that transit buses could be used to provide multiple trips which would have resulted in a reduction in the overall number of buses needed for service delivery. Since the school boards include elementary and high schools in their transportation model, they have been able to adjust school start times to generate greater savings by using yellow buses for multiple trips thus accommodating more students who previously were bussed on GRT.

The financial impact to GRT which results from this loss of ridership is outlined in Table 1 below. Ridership revenue is expected to decline approximately $1.2 million annually.
To mitigate this revenue loss GRT plans to reduce costs by eliminating most of the dedicated school board based trips in September (which reduces the fleet size by 10 buses) and also by increasing the price of the school board pass. This price increase is based on discontinuing the reduced school board pass in exchange for the regular student/senior pass at $64 per month. This fare pricing comes from the 2014 proposed fare increase plan, where the price of an adult monthly pass is $76, as described in PWC Report P-14-055.

The combined effects of these initiatives are expected to reduce the financial loss to $170,000 in 2014 and $39,300 annually in 2015, when the debt cost savings become fully realized from the fleet reduction, as outlined in the chart below.

Table 1: GRT Financial Implications

<table>
<thead>
<tr>
<th></th>
<th>Discounted Student Pass</th>
<th>Regular Student Pass</th>
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<tbody>
<tr>
<td>2014 Monthly Price</td>
<td>$51.00*</td>
<td>$64.00</td>
</tr>
<tr>
<td></td>
<td>2014</td>
<td>Annual</td>
</tr>
<tr>
<td>Revenue Loss</td>
<td>($470,600)</td>
<td>($1,176,500)</td>
</tr>
<tr>
<td>Operating Cost Savings</td>
<td>204,900</td>
<td>512,300</td>
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<tr>
<td>Debt Reduction Cost</td>
<td>53,300</td>
<td>518,800</td>
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<tr>
<td>Net Loss</td>
<td>($212,400)</td>
<td>($145,400)</td>
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</table>

*This price is based on the 2013 school board pass price with a 7% fare increase.*

Corporate Strategic Plan:

This approach supports Strategic Objective 5.4 by ensuring Regional programs and services are efficient and effective and demonstrate accountability to the public.

Financial Implications

The annual GRT revenue loss anticipated from the school board decision to adjust school start times, thus resulting in a greater use of yellow school buses, is estimated at $1.2 million. The impact of this revenue loss will be mitigated by eliminating dedicated daily school board transit trips, resulting in a GRT fleet reduction of 10 buses, and by increasing billing to the school board for remaining students to the regular GRT student/senior pass fare. These initiatives are expected to result in a net loss of $170,000 in 2014 with additional debt financing savings in 2015 reducing the net impact to $39,300 on an annual basis.
GRT will attempt to absorb the 2014 net impact within the currently approved operating budget. The impact of the $39,300 net annual loss will be factored into the development of the 2015 GRT budget.

Other Department Consultations/Concurrence:
Transportation Planning and Finance were consulted.

Prepared By: Eric Gillespie, Director, Transit Services

Approved By: Thomas Schmidt, Commissioner, Transportation and Environmental Services
Region of Waterloo
Planning, Housing and Community Services
Community Planning

To: Chair Jim Wideman and Members of the Planning and Works Committee
Date: April 29, 2014  File Code: D18-01

Recommendation:

Summary:
In accordance with the Regional By-law 01-023, as amended, the Commissioner of Planning, Housing and Community Services has:

- Approved the following part lot control exemption by-law;
- Accepted the following plan of subdivision; and
- Released for registration the following draft plan of subdivision and draft plan of condominium.

Report:
City of Cambridge

Plan of Subdivision Application 30T-14101
Date Accepted: March 7, 2014
Applicant: GrandVal Construction Inc.
Location: Bishop Street and CanAmera Parkway
Proposal: To permit the development of 9 industrial lots, an open space block forming part of the Portuguese Swamp Environmentally Sensitive Policy Area #72 and a walkway to CanAmera Parkway
Regional Processing Fee: Paid January 24, 2014
Registration of Draft Plan of Condominium 30CDM-12102

Phase: Phase 4
Draft Approval Date: December 20, 2012
Applicant: Deerfield Homes Ltd.
Location: 750 Lawrence Avenue
Proposal: To permit the development of 5 residential townhouse units.
Regional Processing Fee: Paid February 28, 2014
Commissioner's Release: March 24, 2014

City of Kitchener

Registration of Draft Plan of Subdivision 30T-12201

Phase: Entire Plan
Draft Approval Date: June 21, 2013
Applicant: Hallman Construction Ltd.
Location: Eden Oak Court
Proposal: To permit the development of 28 single detached units.
Regional Processing Fee: Paid March 7, 2014
Commissioner's Release: March 13, 2014

Registration of Draft Plan of Condominium 30CDM-13208

Phase: Entire Plan
Draft Approval Date: October 1, 2013
Applicant: Blaze Properties Inc.
Location: 257 Frederick Street
Proposal: To permit the development of 12 residential condominium townhouse units.
Regional Processing Fee: Not applicable.
Commissioner’s Release: March 10, 2014

City of Waterloo

Part Lot Control Exemption By-law 2014-006

Applicant: Sunvest Development Corp.
Location: Regal Place
Part Lot Control Exemption By-law 2014-006

Proposal: To permit the creation of 24 single detached residential units.

Processing Fee: Paid February 5, 2014

Commissioner’s Approval: March 19, 2014

Registration of Draft Plan of Condominium 30CDM-10404

Phase: Entire Plan

Draft Approval Date: February 15, 2011

Applicant: 1568532 Ontario Limited and 1266267 Ontario Limited

Location: 80 Churchill Street

Proposal: To permit the conversion of 39 residential townhouse units to condominium ownership.

Processing Fee: Paid February 24, 2014

Commissioner’s Release: March 5, 2014

Residential Subdivision Activity January 1, 2014 to March 31, 2014

<table>
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<tr>
<th>Area Municipality</th>
<th>Units in Residential Registered Plans</th>
<th>Residential Units Draft Approved</th>
<th>Pending Plans (Units Submitted)</th>
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<tr>
<td>*Kitchener</td>
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<td>N/A</td>
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<tr>
<td>Waterloo</td>
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<td>0</td>
<td>8</td>
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<td>Cambridge</td>
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<td>Woolwich</td>
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<td>Wellesley</td>
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<td>28</td>
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<td>588</td>
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*The acceptance and/or draft approval of plans of subdivision and condominium processed by the City of Kitchener under delegated approval authority are not included in this table. For comparison, the following table has also been included:

Residential Subdivision Activity January 1, 2013 to March 31, 2013

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<tr>
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<td>27</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Waterloo</td>
<td>0</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>25</td>
<td></td>
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### Area Municipality Consultations/Coordination

These planning approvals and releases, including consultations with Area Municipalities, have been completed in accordance with the Planning Act. All approvals contained in this report were supported by the Area Municipal Councils and/or staff.

### Corporate Strategic Plan:

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

### Financial Implications:

Nil

### Other Department Consultations/Concurrence:

Nil

Prepared By: Andrea Banks, Program Assistant

Approved By: Rob Horne, Commissioner, Planning, Housing and Community Services

<table>
<thead>
<tr>
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<th>Residential Units Draft Approved</th>
<th>Pending Plans (Units submitted)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cambridge</td>
<td>122</td>
<td>26</td>
<td>203</td>
</tr>
<tr>
<td>Woolwich</td>
<td>0</td>
<td>0</td>
<td>531</td>
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<td>Wellesley</td>
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<tr>
<td>Region of Waterloo</td>
<td>149</td>
<td>51</td>
<td>734</td>
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</table>

*The acceptance and/or draft approval of plans of subdivision and condominium processed by the City of Kitchener under delegated approval authority are not included in this table.
Region of Waterloo
Planning, Housing and Community Services
Community Services
Community Planning

To: Chair Jim Wideman and Members of the Planning and Works Committee
Date: April 29, 2014 File Code: D01-01
Subject: Comments Regarding the Preliminary Performance Indicators for the Provincial Growth Plan for the Greater Golden Horseshoe

Recommendation:


Summary:

The Ministry of Infrastructure (MOI) has released a set of 12 Preliminary Performance Indicators to measure the implementation of the policies in the Growth Plan for the Greater Golden Horseshoe (2006), and to inform reviews of the Plan, including the mandated 10-year review. Municipalities and other stakeholders are being asked to provide the Ministry of Infrastructure with their comments on the 12 Preliminary Performance Indicators by April 30, 2014.

In principle, the Region supports performance monitoring as a means of evaluating the effectiveness of policies, programs and services and identifying opportunities for improvement. This principle holds true with regard to the Province’s proposal to develop Performance Indicators for the Growth Plan because the Regional Official Plan (ROP) must conform with the Growth Plan and therefore, the Region has a direct interest in understanding how MOI will be measuring the Region’s implementation of Growth Plan policies.

The Region supports using Performance Indicators that relate to existing Growth Plan policies that provide specific and measurable targets for which reliable, accurate data are widely available or policies which address fundamental objectives of the Growth Plan.
Plan, but require the Growth Plan to be amended to include specific, measurable targets. It is recommended that the MOI undertake further consultation with municipalities and other stakeholders to further assess the degree to which each of the Preliminary Performance Indicators is a meaningful indicator of Growth Plan implementation.

In addition to the preliminary Indicators, the Region suggests that consideration be given to developing Indicators that reflect the Province’s broad interest in having the Greater Golden Horseshoe remain competitive with other city regions around the world.

Waterloo Region was chosen as a pilot municipality for the purpose of calculating an initial measurement of the indicators. As reported by the Province, several of the preliminary indicators are inconsistent with the results of similar measures previously assessed by the Region. For example, Designated Greenfield Area density is reported by the Province as nine people per hectare gross density in the built greenfield areas of Waterloo Region, which is a density typical of estate residential development. In contrast, the Region has calculated the density of greenfield areas under plans since 2006 as typically meeting or exceeding the Provincial target of 50 people plus jobs per net hectare, according to the definition included in the Growth Plan. The differences are due to the data sources used, as well as the method of measuring and reporting.

Due to the inconsistent results and other concerns with data and methodology used by the Province, the Region recommends that the MOI undertake further consultation with municipalities to assess the potential use of alternate data available from municipalities such as building permit and plans data, and to ensure that the method of calculating the indicator and reporting on the results provides meaningful results.

The Area Municipalities have been consulted in the preparation of this report.

**Report:**

The Ministry of Infrastructure (MOI) has released a set of 12 Preliminary Performance Indicators to measure the implementation of the policies in the Growth Plan for the Greater Golden Horseshoe (2006), and to inform reviews of the Plan, including the mandated 10-year review. This initiative is consistent with Policy 5.4.3 of the Growth Plan which states that the MOI is responsible for developing indicators and will monitor the implementation of the Growth Plan. The Growth Plan also states that Municipalities will monitor and report on the implementation, in accordance with the guidelines developed.

The 12 Preliminary Performance Indicators are organized around four key Growth Plan objectives:

- Building compact and efficient communities;
- Creating vibrant and complete communities;
- Planning and managing growth to support a strong and competitive economy;
- Protecting, conserving, enhancing and wisely using natural resources.
Municipalities and other stakeholders are being asked to provide the MOI with their comments on the 12 Indicators by April 30, 2014. This report contains comments prepared by Regional staff in consultation with staff from the Area Municipalities.

The comments in this report are organized by theme and are complemented by a more detailed series of comments for each of the 12 proposed performance indicators which will be provided directly to Ministry staff.

**Theme 1: Support for Developing Growth Plan Performance Indicators**

In principle, the Region supports performance monitoring as a means of evaluating the effectiveness of policies, programs and services and identifying opportunities for improvement and remaining competitive with other regions. This principle holds true with regard to the Province’s proposal to develop Performance Indicators for the Growth Plan because the Regional Official Plan (ROP) must conform with the Growth Plan and therefore, the Region has a direct interest in understanding how MOI will be measuring the Region’s implementation of Growth Plan policies.

This latter point is particularly important because the Growth Plan is scheduled to be reviewed in 2016 and that review will have implications for the Five Year Review of the ROP. It is also important because there is potential for the Indicators to be cited as evidence in Ontario Municipal Board Hearings related to Growth Plan implementation and in that context, efforts must be taken to ensure that the Indicators are robust and defensible.

**Theme 2: Are These the Right Indicators?**

As requested by the Province, the Region has reviewed the Preliminary Indicators described in the Technical Report, and offers the following comments:

a) The Region supports developing and using Growth Plan Performance Indicators that relate to Growth Plan policies that (i) provide specific and measurable targets for which reliable, accurate data are widely available, or (ii) address fundamental objectives of the Growth Plan, but require the Growth Plan to be amended to include specific, measurable targets. The relevant Indicators include those which measure:

- Achieving Intensification Targets
- Urban Growth Centre Density
- Designated Greenfield Area Density
- Mix of Housing Type
- Transportation Modal Split

Each of these Indicators is discussed briefly below.

- **Indicator 1 – Achieving Intensification** The target for achieving intensification is specified in Growth Plan policy 2.2.3.1 which states that, “By the year 2015 and for each year thereafter, a minimum of 40 per cent of all residential development occurring annually within each upper- and single-tier municipality will be within the built-up area”. Regional Official Plan policy 2.C.2 sets a higher intensification target of 45%.
• **Indicator 2 - Urban Growth Centre Density** The relevant targets for Urban Growth Centre Densities are specified in Growth Plan policy 2.2.5.1. Urban Growth Centre targets are to, “be planned to achieve, by 2031 or earlier”. The applicable targets in Waterloo Region are a minimum gross density of 200 residents and jobs per hectare for the Downtown Kitchener and Uptown Waterloo Urban Growth Centres, and a minimum gross density of 150 residents and jobs per hectare for the Downtown Cambridge Urban Growth Centre.

• **Indicator 4 – Designated Greenfield Area Density** The target for Designated Greenfield Area Density is specified in Growth Plan policy 2.2.7.2 which states that, “The designated greenfield area of each upper- or single-tier municipality will be planned to achieve a minimum density target that is not less than 50 residents and jobs combined per hectare.” Regional Official Plan policy 2.D.17 separates this target into four sub-targets: 55 for areas serving primarily a residential function; 45 for Township Urban Areas; 40 for areas serving a solely employment function; and 25 for lands designated as Prime Industrial/Strategic Reserve (Serviced).

• The Region supports using two more of the Proposed Performance Indicators, **Indicator 5 – Mix of Housing Type** and **Indicator 9 – Transportation Modal Split**. These Indicators would measure two key objectives of the Growth Plan which are: 1) achieving a greater mix of housing types particularly in Designated Greenfield Areas; and, 2) increasing the percentage of daily trips that involve walking, cycling and transit. Both Indicators could be measured over time to show trends.

b) The Province’s existing Municipal Performance Measurement Program provides a simple and effective alternative means of measuring and reporting on **Indicator 12 – Reducing Rates of Land Consumption**. It would be prudent to expand the use of this measure rather than trying to develop and refine a new measure. More specifically, the Region supports the use of the following measure on the condition that the base year be revised from 2000 to 2006:

Number of hectares of land originally designated for agricultural purposes which was re-designated for other uses since January 1, 2000.

c) The Region sees some potential application of **Indicator 7 – Community Infrastructure** and **Indicator 11 – Location of Major Office Space**, but only if the means of measuring the Indicators have been refined to make them more consistent with the policies that they are intended to measure. For example, Indicator 7 measures the location of schools, parks and community centres, whereas the Growth Plan definition of Community Infrastructure refers to “...public services for health, education, recreation, socio-cultural activities, security and safety, and affordable housing”. Likewise, Indicator 11 measures only the location of Major Offices in Urban Growth Centres (UGC) and Major Transit Station Areas (MTSA), whereas the wording of Growth Plan policy 2.2.6.4 suggests that the measure should include “appropriate major institutional development” and locations such as,
“areas with existing frequent transit service, or existing or planned higher-order transit service.”

If the Province elects to use refined versions of Indicator 7, the Region suggests that they do so only for Designated Greenfield Areas, rather than UGGs and MTSAs as currently contemplated. This is because it is typically only in Designated Greenfield Areas where the mix of land uses and the development of more compact, walkable communities advocated by the Growth Plan, is a concern.

d) Consideration should be given to the creation of Indicators that address the effectiveness of the Growth Plan in terms of guiding investment in the Greater Golden Horseshoe. For example, Indicators could be developed to measure implementation of Growth Plan policies 2.2.6.8 and 2.2.6.9 which read as follows:

- Municipalities are encouraged to designate and preserve lands within settlement areas in the vicinity of existing major highway interchanges, ports, rail yards and airports as areas for manufacturing, warehousing, and associated retail, office and ancillary facilities, where appropriate.
- Through sub-area assessment, the Minister of Infrastructure, in consultation with other Ministers of the Crown, municipalities and other stakeholders will identify provincially significant employment areas including prime industrial lands.

e) Consideration should also be given to developing one or more new Indicators that measure whether the Greater Golden Horseshoe is competitive with other city regions and whether the evolving economy of the Greater Golden Horseshoe has “…matured into an economic powerhouse of global significance.”

f) Several of the preliminary Performance Indicators could be more appropriately addressed by municipalities in the context of their official plans which would contain specific policies targets that seek to implement the broader policies of the Growth Plan. This comment applies to Indicator 3 – Major Transit Station Area (MTSA) Density, Indicator 6 – Diversity of Land Uses, Indicator 7 – Community Infrastructure, Indicator 8 – Street Connectivity and Indicator 11 – Location of Major Office Space. Each of these Indicators seem more appropriate for measurement at the municipal level rather than at the level of the Greater Golden Horseshoe for one or more of the following reasons: 1) the Growth Plan does not contain specific targets related to any of these preliminary Performance Indicators whereas many municipal official plans do contain targets; 2) some of the Indicators such as Diversity of Land Uses and Community Infrastructure deal with very broad concepts that are unique to each municipality and reflect local circumstances; and 3) some of the Indicators such as MTSA Density and Location of Major Office Space are not, and likely will never be applicable across the entirety of the Greater Golden Horseshoe.

g) There is also the challenge of resolving how to address the conflicting or contradictory results that may emerge regarding Indicator 2 - Urban Growth Centre Density and Indicator 3 – Major Transit Station Area (MTSA) Density.
because of overlapping MTSA and UGC boundaries which may be most appropriately measured by each municipality. For example, the Cambridge, Kitchener and Waterloo UGC boundaries that were determined by the Province will not generally correspond to the boundaries of the MTSA of the rapid transit stops located within those UGCs that are being determined by the Cities of Cambridge, Kitchener and Waterloo through their respective station area planning initiatives.

**Theme 3: Performance Indicators Must be Calculated Based on Reliable Data**

The Ministry intends to use provincial and federal datasets to calculate the Performance Indicators, in order to ensure consistent and regular sources of data across the Greater Golden Horseshoe, and through time. These datasets include Municipal Property Assessment Corporation (MPAC) and Census/National Household Survey (NHS) data. However, the Ministry recognizes that there are challenges with using these data for the purpose of indicator measurement. The Ministry is soliciting feedback from Municipalities and other stakeholders to address these issues.

**a) Monitoring Growth in the Region of Waterloo**

The Region of Waterloo has been monitoring activity based on building permit data, and annually reported to Regional Council. The most recent report, 2013 Building Permit and Growth Monitoring Report P-14-048, dated April 29, 2014 indicates:

- An average of 53% of building permit units were issued within the Built Up Area in the past 4 years (2010-2013); for 2007-2010, the average was 43%;
- 22% of units and 25% of non-residential floor area were within 800 metres of transit stations in 2013;
- In 2013, 62% of recent building activity was in apartments and townhouses, and 38% in singles and semi-detached;

Similarly, the walkability of the three cities has been measured and reported to Council (NEWPATH Research Project Report P-14-021, dated February 11, 2014) and provide indicators for intersection density, land use mix, residential density and retail density. Since the Region was used as a pilot municipality in which an initial measurement of the Indicators was completed by the Province, it is possible to generally compare the results with previous Regional reports. As reported by the Province, several of the preliminary indicators reflect a variety of dates, and are inconsistent with the results of similar measured previously assessed by the Region:

- An average of 36% of units in the Built Up Area in the years 2007-2010;
- A range of 16.7 to 139.2 people + jobs in the major transit areas in 2011;
- In 2012, the mix of housing was 50% apartments and rowhouses, and 50% singles and semi-detached;

Further exploratory work is required with the Province to review the data and calculations to fully understand the variance between the figures calculated by the Region, and the values calculated in the Preliminary Performance Measures Technical Report. However, the differences are likely attributable both to the method of performing the calculations, as well as the choice of data used to calculate the measures.
b) Method of Calculation of the Measure

The method of calculation is one reason that the figures calculated by the Region differ from the figures in the Province’s technical report. For example, Indicator 4 – Designated Greenfield Area Density, is described in the Technical Report on Preliminary Performance Indicators for measurement by counting only residential occupants and omitting to count jobs and dividing by the total amount of all land considered not vacant, including land that is provincially constrained. The result for Waterloo Region is 9 people per gross hectare in the Built DGA. This is a density typically associated with estate residential type development.

In contrast, since 2006, pending and approved subdivision plans in the Region of Waterloo are typically meeting or exceeding the Places to Grow target densities of 50 people and jobs per net hectare. As these figures represent only the planned area of the DGA, a measure such as that proposed by the Province for its overall impact on the total DGA could be valuable in the longer term if the method to calculate were modified to include a better estimate of people occupying the households, an estimate of jobs, a calculation of land available for development, and removal from the calculation of land that is subject to provincially significant constraints such as Provincially Significant Wetlands.

c) Concerns of Data Quality

The best data for counting people and jobs consistently has been the Census of Canada. However, the use of Census data for monitoring the Growth Plan is compromised by the replacement of the mandatory long-form Census with a voluntary National Household Survey (NHS) which has affected the employment data used to monitor the number of jobs over time, as described in a previous memo to Regional Council, dated August 13, 2013.

To overcome this challenge, the Technical Report evaluates Municipal Property Assessment Corporation (MPAC) data as a potential source of population data. While MPAC data is consistently available, it is neither timely nor complete for monitoring purposes.

For example, the population is under-represented. Using MPAC data, the number of people in the Region for 2011 was approximately 440,000. In contrast, the Census counted 507,000 people, and Places To Grow estimated 527,000, including the undercount. The distribution of the people missing from MPAC’s count will affect the measurements, as it typically under-represents the core reurbanization areas, as well as the developing greenfield, two of the focus areas of the effectiveness of the Growth Plan.

Further, monitoring of policies will be affected by a time lag, especially for high-rise apartment buildings such as those at BarrelYards which were issued permits in 2009/2010 and will not be counted by MPAC until after they are occupied.

d) Addressing Data Concerns

In order to address gaps and quality concerns with federal and provincial datasets, many municipalities rely on local data. For example, many municipalities in the Greater
Golden Horseshoe undertake employment surveys, similar to the Region of Waterloo’s Workplace Count (2011), and use building permit data to monitor construction activity.

Further work would be necessary to evaluate use of local employment survey data for the purposes of monitoring the Growth Plan. This could be accomplished through the Regional Information System Working Group (RISWG), a subgroup of the Regional Planning Commissioners of Ontario (RPCO). Through provincial support, consistency across municipal employment surveys may be achieved.

Collection of building permit information is consistent across the province, and municipalities are currently mandated to report building permit activity to the federal government. Since building permits do not provide an estimate of “people” or “jobs,” the Province would need to work with municipalities to establish guidelines to set standards for the use of these municipal data for calculation of the Performance Indicators.

Further, since building permits reflect a very early indication of the location and quantum of population and employment growth, it must be recognized that the eventual outcome of people (occupants), and jobs in the Urban Growth Centres and the Built Up Areas occur at a later stage. Reporting must include consideration of these different stages.

Theme 4: Interpreting Trends

An important aspect of monitoring is to ensure that the appropriate timeframe is established to measure and report the implementation of the policies. The Preliminary Indicators currently use 2006 as the base year for measurement. Monitoring growth during the first five years of the Growth Plan is valuable; however, interpretation of these figures for reporting purposes should recognize variability in results until the new policies are fully in effect and older plans are built out.

For example, many Growth Plan municipalities still do not have official plans, secondary/community plans, zoning and guidelines in place to implement the policy direction contained in the Plan and as result, there has not been policy requirements in force and effect to achieve the targets. As a result, the early results of the indicators are measuring progress towards targets that were not in force and effect during the monitoring period. This is of particular concern with respect to Indicator 1 – Intensification and Indicator 4 – Designated Greenfield Area Density. Plans of subdivision that were already in process in the Designated Greenfield Area at the time the Growth Plan came into effect may have been submitted with lower levels of density. This may have the impact of lowering the measured overall density of the built designated greenfield area as these plans were not subject to the Growth Plan density requirements during the early years of measurement.

In addition, when the Built Up Area was established, it included plans of subdivision that were not fully built out. As a result, the Indicator as currently measured, reflects growth that occurred in these plans of subdivisions, inflating the percentage of intensification occurring during the early years measured by the Indicator. In these cases, an artificially high level of reurbanization is calculated.

In the Region of Waterloo, the reurbanization figures reported to Council in the Building Permit and Reurbanization Monitoring reports for 2006 to 2008 were measured against a “reurbanization monitoring line” which was defined locally to disregard the plans that
were building out on the periphery of the BUA; and subsequently transitioned to the BUA boundary in 2008 when the majority of those peripheral plans were fully built out. This provided a realistic indication of intensification in the early stages of the Growth Plan.

**Theme 5: Protocol for Reporting Indicators**

Reporting on Performance Indicators should be in relation to each municipal target in order to track progress towards the target, and allow for adjustments in the policy if necessary.

The Performance Indicators are best reported at the same geographic level as they are “planned to achieve.” For example, Indicator 1 – Intensification is planned to be achieved at a Regional and Upper Tier level; to measure and report this at a larger (or smaller) geographic level may be inconclusive. Similarly, values for the Performance Indicators should not be averaged across municipalities.

**Theme 6: Clarifying the Roles of the Province and the Municipalities**

The Growth Plan states that the MOI is responsible for developing indicators and will monitor the implementation of the Growth Plan. The Growth Plan also states that Municipalities will monitor and report on the implementation, in accordance with the guidelines developed.

The monitoring role of the Region is further described in the Regional Official Plan (2009) which provides for a program of monitoring, plan review and updating, in which data collected by the Region will be used for monitoring and to support future amendments and comprehensive reviews of the Plan. This includes the requirement for a report to be presented periodically to Regional Council and community stakeholders with the results of the monitoring process.

This shared responsibility might include an arrangement where measurement be on an annual basis by municipalities in order to track progress towards target timeframes, and every five years by the Province to align with Growth Plan Review timeframes.

**Conclusion**

The Region supports performance monitoring as a means of evaluating the effectiveness of policies, programs and services and identifying opportunities for improvement. The Regional Official Plan (ROP) must conform with the Growth Plan and therefore, the Region has a direct interest in understanding how and why MOI will be measuring the Region’s implementation of Growth Plan policies.

The Region supports using Performance Indicators that relate to existing Growth Plan policies that provide specific and measurable targets for which reliable, accurate data are widely available or policies which address fundamental objectives of the Growth Plan, but require the Growth Plan to be amended to include specific, measurable targets.

The Region suggests that consideration be given to developing Indicators that reflect the Province’s broad interest in having the Greater Golden Horseshoe remain competitive with other city regions around the world. These would include Indicators related to complete communities, and to the protection of provincially significant...
employment areas.

As is recognized by the Province, there are challenges with acquiring data for the Growth Plan Indicators. The Region recommends that data available from municipalities such as building permit data should be assessed for use for the indicators.

It is recommended that the MOI undertake further consultation with municipalities and other stakeholders to further assess the degree to which each of the Preliminary Performance Indicators is a meaningful indicator of Growth Plan implementation.

**Area Municipal Consultation/Coordination**

The Area Municipalities are aware of the Preliminary Performance Indicators for the Growth Plan. Regional staff met with Area Municipal staff on April 8, 2014 to discuss the proposed indicators. This report has been circulated to Area Municipal staff for information. Regional comments generally align with those of our Area Municipal colleagues. Regional staff will continue to coordinate discussion and responses regarding the proposed indicators with Area Municipal staff.

**Corporate Strategic Plan:**

This report addresses four of the five focus areas of the Corporate Strategic Plan: Environmental Sustainability, Growth Management and Prosperity, Sustainable Transportation, and Healthy and Inclusive Communities.

**Financial Implications**

Nil.

**Other Department Consultations/Concurrence:**

Nil.

**Attachments:**

Nil.

**Prepared By:** Alyssa Bridge, Principal Planner, Strategic Policy Development  
Kevin Curtis, Manager, Reurbanization Planning  
Margaret Parkin, Manager, Planning Information and Research

**Approved By:** Rob Horne, Commissioner, Planning, Housing and Community Services
Region of Waterloo
Planning, Housing and Community Services
Community Planning

To: Chair Jim Wideman and Members of the Planning and Works Committee
Date: April 29, 2014


Recommendation:
For information.

Summary:
On February 24, 2014, the Province of Ontario released a new Provincial Policy Statement (PPS) following a three-year review and public consultation process. The new PPS replaces the previous PPS issued on March 1, 2005 and comes into effect on April 30, 2014. This report provides some brief background on the new PPS, highlights the key policy changes and outlines how the changes will affect the Region of Waterloo.

Most of the changes in the new PPS are refinements to policies in the 2005 PPS and will not require any significant shifts in planning policy at the Region or the Area Municipalities. However, new policies regarding planning for employment areas beyond the 20-year planning horizon, and planning to diversify the economic base and employment opportunities in rural areas, require further consultation with the Area Municipalities.

Overall, the changes to the PPS align with and will help implement Regional Council’s vision for a more liveable, healthy and thriving community as expressed through the new ROP.

Report:
The PPS provides policy direction on matters of Provincial interest relating to growth and development in Ontario’s communities. It is an important policy document that guides municipal planning decisions on a range of issues, such as supporting economic development, protecting the environment and promoting the development of healthy, active communities. Under the Planning Act, any planning decisions made by
municipalities, including the Region of Waterloo, the Province and the Ontario Municipal Board, must be consistent with the policies of the PPS. As a result, Regional and Area Municipal planning staff refer to the PPS on a regular basis in their work.

Prior to releasing the new PPS, the Province completed an extensive public consultation process that began in 2010. In September 2012, the Province released a draft of the new PPS and invited comments from municipalities and other key stakeholders. The Region of Waterloo participated in this review and expressed its general support for the Province’s proposed policy changes (see Report P-12-120).

What are the key policy changes in the new PPS?

Most of the changes to the PPS can be characterized as refinements to the 2005 PPS as opposed to a complete rewrite. For example, some of the transportation policies in the PPS have been revised to better emphasize the importance of active transportation (e.g. walking and cycling) and transit in planning for healthy communities. These and other similar changes to the PPS are mainly enhancements of the Province’s current planning policies.

Although the Province has focused mainly on refining the PPS, the Province has also introduced some new policies to address various emerging issues and demographic trends. Four key areas of change in the PPS include:

1. **Bolstering the Economy and Employment**
   - New policy promoting investment-ready communities and mixed-use areas;
   - New policy clarifying that municipalities can plan for the long-term protection of employment areas, and infrastructure and public service facilities, beyond the conventional 20-year planning horizon provided lands are not designated beyond that timeframe;
   - New policy supporting the efficient movement of goods by protecting existing and planned transportation corridors and the employment areas near them;
   - New policies encouraging the adaptive re-use of infrastructure, and requiring consideration of the life-cycle cost of infrastructure through asset-management planning; and
   - New policy encouraging municipalities to take a coordinated and cross-jurisdictional approach when preparing economic development strategies.

2. **Building Healthy and Active Communities**
   - New policies promoting active transportation to improve public health;
   - New policies that encourage municipalities to build public facilities, such as schools, libraries and recreational complexes, at community hubs to make them more easily accessible by transit, walking and cycling;
   - Revised policies to promote public transit, transit supportive-development and connectively among transportation modes;
• New policies recognizing community design and planning for all ages as important components to building healthy communities;
• New policy requiring municipalities to address housing needs in accordance with the Provincial Housing Policy Statement; and
• Revised policies to promote the conservation of cultural heritage and archaeological resources through the use of archaeological management plans and cultural plans.

Protecting the Environment and Managing Natural Resources
• New policies to promote economic diversity and employment opportunities in rural areas, clarify the studies needed for settlement area expansions, and allow for a greater range of economic uses on farms (e.g. agri-tourism uses);
• New policy that promotes aggregate recycling facilities alongside mineral aggregate operations to encourage resource conservation;
• New policy requiring municipalities to consider and plan for the potential impacts of climate change, including increased risks with regard to natural hazards.

3. Promoting Coordination and Integration, and Supporting Implementation
• New policies to recognize the interests of and encouraging coordination with Aboriginal communities in land use planning;
• New policy clarifying that the PPS is to be implemented in a manner consistent with the Ontario Human Rights Code and the Canadian Charter of Rights and Freedoms; and
• New policy that recognizes official plans and zoning by-laws as important vehicles for policy implementation, and that requires these documents to be kept up-to-date.

How will the new PPS affect the Region of Waterloo?
The new PPS comes into effect on April 30, 2014 and will apply to all planning applications, matters or proceedings commenced after January 1, 2007. Accordingly, any development applications submitted after January 1, 2007, and not yet approved, must be consistent with the new PPS and will not be "grandfathered".

As noted above, the new PPS essentially refines and builds on the policies of the 2005 PPS. Many of the changes to the PPS reflect policies or initiatives that the Region and the Area Municipalities have been advocating for many years, or which were introduced in 2009 as part of the new ROP.

Overall, the new PPS will not require any significant shifts in planning policy at the Region or the Area Municipalities. However, there are two policy changes in the PPS that need further review and consultation with the Area Municipalities to determine how best to implement the policies in the Region of Waterloo. The two policies include:
planning for employment areas beyond the 20-year planning horizon; and planning to diversify the economic base and employment opportunities in rural areas. Staff will report back to Regional Council with recommendations regarding potential next steps on these policies following our review with the Area Municipalities.

Area Municipal Consultation/Coordination

The Area Municipalities and Grand River Conservation Area (GRCA) participated in the review process leading up to the release of the new PPS. Regional staff met with Area Municipal and GRCA staff on October 22, 2012 to discuss the draft revised PPS. This report has been provided to Area Municipal and GRCA staff for their information.

Corporate Strategic Plan:

This report addresses four of the five focus areas of the Corporate Strategic Plan: Environmental Sustainability, Growth Management and Prosperity, Sustainable Transportation, and Healthy and Inclusive Communities. Overall, the new PPS aligns with and will help implement Regional Council's vision for a more inclusive, thriving and sustainable community.

Financial Implications:

Nil.

Other Department Consultations/Concurrence:

Staff from Transportation and Environmental Services, Public Health and Corporate Resources (Legal Services) will all play an important role in implementing the policies of the PPS. Planning staff will continue to consult and coordinate with each of these departments to ensure that the Region's policies and programs are consistent with the new PPS.

Prepared By: John Lubczynski, Interim Manager, Strategic Policy Development
               David Galbraith, Principal Planner

Approved By: Rob Horne, Commissioner, Planning, Housing and Community Services
Region of Waterloo
Planning, Housing and Community Services
Community Services

To: Chair Jim Wideman and Members of the Works Committee
Date: April 29, 2014  File Code: D07-40(A)
Subject: 2013 Building Permit Activity and Growth Monitoring

Recommendation:
For Information.

Summary:
This report provides a summary of building permit activity across Waterloo Region in 2013 with comparisons to previous years. It reflects data related to new construction, according to information contained on building permits issued by the Area Municipalities. Building permit activity is one indicator of the strength of the local economy, as well as a predictor of the population growth.

In 2013, the total value of new building permits issued across Waterloo Region was $775 million, reflecting both residential and non-residential (industrial, commercial and institutional) sectors.

Residential activity showed moderate increases over 2012. Permits were issued for 2,564 units in 2013, valued at $542.5 million. Residential building activity is typically cyclical, a result of economic factors such as mortgage rates and financing, as well as demand for housing. Recent activity has seen high levels of permits in 2010 and 2011, followed by lower levels in 2012 and 2013.

There continued to be a high level of activity in the student-oriented market in 2013. Permits were issued for 12 student-oriented apartment buildings, totalling 2,286 bedrooms.

Reurbanization levels can also be monitored using building permit data. Permits for new residential units indicate that 55% of units in 2013 were within built-up areas of the Region. While the target in the Province of Ontario’s Places to Grow Act (2006) does...
not come into effect until the year 2015, this is the fourth consecutive year that the Places to Grow target of 40%, and the Regional Official Plan target of 45% of units in the built-up area has been exceeded.

Non-residential building permits were issued for 1.38 million square feet of floor space, valued at $232 million. While there is variability amongst the industrial, commercial and institutional sectors, many of the 2013 building permits were for additional floorspace in existing buildings, which contributed to the moderating trend in value and new square footage relative to previous years.

Report:

Building permit activity is one indicator of the strength of the local economy, as well as a predictor of the population growth. This report summarizes building activity in both the residential and non-residential sectors in the region for 2013. Building activity data for previous years is provided for comparison purposes. These figures are compiled annually by Regional staff, based on data supplied by the Area Municipalities and are summarized in Figure 1.

Figure 1: Summary of Building Permit Activity Change (2012-2013)

<table>
<thead>
<tr>
<th>Type</th>
<th>Total Change from 2012</th>
<th>Percent Change from 2012</th>
<th>2013 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>$24.76 million</td>
<td>5%</td>
<td>$542.5 million</td>
</tr>
<tr>
<td></td>
<td>143 units</td>
<td>6%</td>
<td>2,564 units</td>
</tr>
<tr>
<td>Industrial</td>
<td>$4.37 million</td>
<td>-10%</td>
<td>$38.6 million</td>
</tr>
<tr>
<td></td>
<td>72,000 sq. ft.</td>
<td>23%</td>
<td>381,000 sq. ft.</td>
</tr>
<tr>
<td>Commercial</td>
<td>$52.28 million</td>
<td>-45%</td>
<td>$64.6 million</td>
</tr>
<tr>
<td></td>
<td>444,000 sq. ft.</td>
<td>-53%</td>
<td>391,000 sq. ft.</td>
</tr>
<tr>
<td>Institutional</td>
<td>$71.86 million</td>
<td>-36%</td>
<td>$128.8 million</td>
</tr>
<tr>
<td></td>
<td>123,000 sq. ft.</td>
<td>-17%</td>
<td>612,000 sq. ft.</td>
</tr>
</tbody>
</table>

Residential activity showed moderate increases over 2012. Permits were issued for 2,564 units in 2013, up from 2,421 units in 2012. The value of these permits increased to $542.5 million from $518 million in 2012. The permit values picked up since mid-year 2013; Report P-13-085, “Building Permit Activity January to June 2012”, dated September 10, 2013, had reported the total value was lower by 2% compared to the first half of 2012.

Non-residential building permits exhibited declines in all indicators other than industrial square footage. Overall, building permits for new non-residential floor space decreased 26% to 1.38 million square feet compared to 2012. Similarly, the value of non-residential permits issued in 2013 decreased 36% to $232 million over the same timeframe.
Total Value of New Construction

The total new construction value of residential and non-residential buildings in 2013 decreased 12% from 2012 values, and are 19% lower than the 10 year average value of $956 million in Waterloo Region. Except for the significant rise in permits in 2010 and 2011, the new construction figures of 2013 are generally in line with activity since 2003.

As shown in Figure 2, the total value of new building permits issued across Waterloo Region was $775 million, compared to $878 million in 2012. This was comprised of $543 million in the residential sector, and $232 million in the industrial, commercial and institutional sectors.

Figure 2: Total Value of New Construction (2003-2013)

Building Activity in the Non-Residential Sector

The year 2013 showed a 10-year low in total non-residential building activity value, representing industrial, commercial and institutional sectors. Non-residential building permits exhibited declines in all indicators other than industrial square footage. There was a decrease of $4 million, $52 million, and $72 million respectively, as shown in Figure 3. Building permits for new non-residential floor space decreased 26% to 1.38 million square feet compared to 2012. At the same time, the value of non-residential permits issued in 2013 also decreased 36% to $232 million relative to 2012. Building permits for the largest projects were primarily issued for additions and renovations to existing structures.
Figure 3: Total New Non-Residential Construction Value by Type (2003-2013)

The highest values for individual 2013 non-residential building permits, by type, were:

- Institutional: $37.5 million for new Science building at University of Waterloo, which is a conversion of a three-floor Biology building into a five-floor building that will also house other science facilities such as Chemistry labs and offices.
- Industrial: $5 million freezer and sprinkler addition to Conestoga Cold Storage at 299 Trillium Drive in Kitchener.
- Commercial: $9.5 million for four-storey Homewood Suites Hotel at 45 Benjamin Road in Woolwich.

Of the 25 permits valued over $2 million, Waterloo issued 8 permits ($94.8 million), Kitchener issued 7 permits ($31.3 million), Cambridge issued 2 ($7.6 million), Woolwich issued 6 ($34.4 million), and Wilmot ($3.3 million) and North Dumfries ($3.8 million) issued 1 permit each. Attachment 1 lists the top 25 permits by construction value.

As illustrated in Figures 4 and 5, non-residential building permit values fluctuate by sector and by municipality, from year to year. In 2013, the value ($232 million) of non-residential construction in cities was lower than 2012 ($361 million). In 2013, Waterloo ($104 million) had the most construction, followed by Kitchener ($53 million) and Cambridge ($21 million). All townships saw an increase in new non-residential construction value relative to 2012, with Woolwich having a significant share at $41 million.
The total floor space for new non-residential permits decreased in 2013 in the Region of Waterloo from 2012. In the commercial sector, new floor space decreased 53% to 391,000 square feet, with a mix of office, recreational, and retail uses. Institutional
permits also showed a decrease, at 17%, for a total of 612,000 new square feet. The industrial sector, at 380,000 square feet, was the only sector which increased, which is 23% higher than 2012.

**Figure 6: Total New Non-Residential Floor Space by Sector (2003-2013)**

Among the cities, new non-residential floor space was highest in Waterloo in 2013. The amount of new square footage in Cambridge and Kitchener decreased considerably from 2012 as shown in Figure 7. At the same time, there was a significant increase in non-residential floor space in Woolwich, and moderate values of about 50,000 square feet posted for North Dumfries, Wilmot and Wellesley as shown in Figure 8.
Figure 7: Total Non-Residential Floor Space by City (2003-2013)

Figure 8: Total Non-Residential Floor Space by Township (2003-2013)
Building Activity in the Residential Sector

Overall, the number of new building permits for 2013 remained similar to the 2012 numbers. Building permits were issued for 2,564 units, representing 143 more units, or 6% more than last year. The total value of these permits increased 4% to $543 million from $518 million in 2012. While there were decreases in single detached units (10%), there were increases experienced in semi-detached units (2%), townhouses (9%) and apartments (22%).

As shown in Figure 9, the largest component was apartments, with 1,071 units, followed by single detached residences representing a third of building activity in 2013 with 848 units. Townhouses and semi-detached dwelling types comprised a quarter of the units, at 524 and 121 units respectively.

**Figure 9: Distribution of Residential Units in 2013**

Over the longer term, the percentage of single detached units constructed per year has fallen from a peak of 78% in 1998 to a low of 33% in 2013, with a corresponding shift to higher-density housing types as shown in Figure 10.
Residential building permit activity in 2013 remained similar to 2012, increasing by 143 units. Cambridge and Waterloo saw growth of 49% and 37% in residential units. Kitchener posted the highest number of new units in 2013 (1,067), despite a decline of 10%. Declines were also experienced in the townships. However, at the Regional level, the overall residential units increased 6% in 2013, as shown in Figure 11.

The location of all residential building permits issued for new construction in 2013 is shown on Map 1 (Attachment 2). Each circle is representative of the number of units to be constructed through each building permit.
Long Term Trends in Residential Building Activity

The total annual number of new residential permits over thirty years is displayed in Figure 12. The graph clearly shows the cyclical nature of residential building activity, which reflects many factors including demand, housing prices and mortgage rates. The long-term annual average over the 30-year period is 3,284 residential units. The residential building permit activity in 2013, at 2,564 new units, was 22% below the long term average.

Figure 12: Historic Residential Building Activity (1983-2013)

Students and Seniors

Residential building permits were issued for 12 student-oriented apartment buildings in 2013, totalling 2,286 bedrooms. This is similar to 1,757 bedrooms in 13 student-oriented apartment buildings in 2012. While some student-oriented permits were identified as such on the permit itself, Regional staff identified additional student-oriented permits by their location and built form.

There were no building permits specifically identified as senior-oriented in 2013. Senior-oriented permits are typically identified as such on the permit itself.

Comparisons with CMHC Housing Starts

Canada Mortgage and Housing Corporation (CMHC) has observed similar trends in residential construction starts across the province in the past year, reporting a 21.2% decline in housing starts in Ontario compared to 2012, and a 36% decrease locally. Looking ahead, however, CMHC forecasts a 25% overall increase in housing starts in the Kitchener-Cambridge-Waterloo CMA in 2014, well above the forecast decline of 1.4% provincially.
Monitoring Growth

On June 16, 2006, the Province of Ontario enacted “Places to Grow: Growth Plan for the Greater Golden Horseshoe”, which included an objective to accommodate more growth through re-urbanization. The Growth Plan set a minimum target of 40% of new residential units to be constructed within the Built Up Area (BUA) which delineates areas already developed.

While the re-urbanization target in the Province of Ontario’s Places to Grow Act (2006) does not come into effect until the year 2015, the levels for the Region of Waterloo from 2006 to year-end 2013 provide an early indication of how the residential building activity currently measures against the target. Permits for new residential units for the year 2013 indicate that 55% of units have been created in the Built-up Area, exceeding the Places to Grow target of 40% and the Regional Official Plan target of 45%. This is the fourth consecutive year that this benchmark has been exceeded, as shown in Figures 13 and 14, while the most recent four year average (2010 to 2013) has been 53%. The province has recently opened discussion on the method of calculating the indicators, and this initiative may lead to revisions of the re-urbanization numbers reported above.

Figure 13: Units Constructed Inside the Built Up Area (BUA)

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Units in Region of Waterloo</th>
<th>Units Inside the Built Up Area</th>
<th>Percent of Units Inside the Built Up Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006*</td>
<td>1,392</td>
<td>597</td>
<td>43%</td>
</tr>
<tr>
<td>2007</td>
<td>3,102</td>
<td>1,430</td>
<td>46%</td>
</tr>
<tr>
<td>2008</td>
<td>2,969</td>
<td>974</td>
<td>33%</td>
</tr>
<tr>
<td>2009</td>
<td>2,755</td>
<td>1,028</td>
<td>37%</td>
</tr>
<tr>
<td>2010</td>
<td>4,004</td>
<td>2,237</td>
<td>56%</td>
</tr>
<tr>
<td>2011</td>
<td>3,586</td>
<td>1,952</td>
<td>54%</td>
</tr>
<tr>
<td>2012</td>
<td>2,421</td>
<td>1,164</td>
<td>48%</td>
</tr>
<tr>
<td>2013</td>
<td>2,564</td>
<td>1,412</td>
<td>55%</td>
</tr>
</tbody>
</table>

*Since effective date of Places to Grow, June 16, 2006.
While there is no policy target for the amount of non-residential activity within the Built Up Area (BUA), Figures 15 and 16 report industrial, commercial and institutional building activity, measured both in size of new construction as well as building value. In 2013, permits for 52% of non-residential floor space were issued inside the BUA, and on average, since June 16 2006, 63% of non-residential floor space was inside the BUA.

**Figure 15: Non-Residential Floor Area Constructed within the Built Up Area (BUA)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Floor Area in Region of Waterloo (ft²)</th>
<th>Total Floor Area Inside the Built Up Area (ft²)</th>
<th>Percent of Floor Area Inside the Built Up Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006*</td>
<td>1,640,607</td>
<td>1,093,394</td>
<td>67%</td>
</tr>
<tr>
<td>2007</td>
<td>2,762,978</td>
<td>1,804,348</td>
<td>65%</td>
</tr>
<tr>
<td>2008</td>
<td>3,270,790</td>
<td>2,233,829</td>
<td>68%</td>
</tr>
<tr>
<td>2009</td>
<td>2,330,000</td>
<td>1,321,072</td>
<td>57%</td>
</tr>
<tr>
<td>2010</td>
<td>3,605,112</td>
<td>1,979,099</td>
<td>55%</td>
</tr>
<tr>
<td>2011</td>
<td>1,517,373</td>
<td>997,921</td>
<td>66%</td>
</tr>
<tr>
<td>2012</td>
<td>1,879,192</td>
<td>1,451,842</td>
<td>77%</td>
</tr>
<tr>
<td>2013</td>
<td>1,384,050</td>
<td>713,268</td>
<td>52%</td>
</tr>
</tbody>
</table>

*Since effective date of Places to Grow, June 16, 2006.*
Furthermore, in 2013, 22% of residential units and 25% of the non-residential floor space were within 800 meters of the 23 planned Rapid Transit stations in Cambridge, Kitchener and Waterloo, as illustrated in Figures 17 and 18.

Figure 17: Percent within 800m of the Rapid Transit Station Area

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Units in Region of Waterloo</th>
<th>Units Within 800m of Rapid Transit Station Areas</th>
<th>Percent of Units Within 800m of Rapid Transit Station Areas</th>
<th>Percent of Floor Area 800m of Rapid Transit Station Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006*</td>
<td>3,219</td>
<td>508</td>
<td>16%</td>
<td>25%</td>
</tr>
<tr>
<td>2007</td>
<td>3,102</td>
<td>578</td>
<td>19%</td>
<td>23%</td>
</tr>
<tr>
<td>2008</td>
<td>2,969</td>
<td>321</td>
<td>11%</td>
<td>37%</td>
</tr>
<tr>
<td>2009</td>
<td>2,765</td>
<td>386</td>
<td>14%</td>
<td>22%</td>
</tr>
<tr>
<td>2010</td>
<td>4,004</td>
<td>1,030</td>
<td>26%</td>
<td>32%</td>
</tr>
<tr>
<td>2011</td>
<td>3,586</td>
<td>1,013</td>
<td>28%</td>
<td>15%</td>
</tr>
<tr>
<td>2012</td>
<td>2,421</td>
<td>516</td>
<td>21%</td>
<td>34%</td>
</tr>
<tr>
<td>2013</td>
<td>2,564</td>
<td>575</td>
<td>22%</td>
<td>25%</td>
</tr>
</tbody>
</table>
Figure 18: Percent within 800m of Rapid Transit Station Areas (2006-2013)

Area Municipal Consultation/Coordination

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

Corporate Strategic Plan:

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

Financial Implications: Nil.

Other Department Consultations/Concurrence: Nil.

Attachments:
Attachment 1 – Top 25 Non-Residential permits by Construction Value
Attachment 2 – 2013 Residential Building Permit Activity

Prepared By: Rehan Waheed, Planning Technician

Approved By: Rob Horne, Commissioner, Planning, Housing and Community Services
Attachment 1 - Top 25 Non-Residential Permits by Construction Value in 2013 - Region of Waterloo

<table>
<thead>
<tr>
<th>Address</th>
<th>Municipality</th>
<th>Structure Type</th>
<th>Floor Area</th>
<th>Permit Value</th>
<th>RMV/Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>200 University Ave W</td>
<td>Waterloo</td>
<td>Inst</td>
<td>159305</td>
<td>$37,500,000</td>
<td>University of Waterloo, Science Building – Addition of new floor area in existing building</td>
</tr>
<tr>
<td>250 Laurelwood Dr</td>
<td>Waterloo</td>
<td>Inst</td>
<td>153795</td>
<td>$23,357,000</td>
<td>University of Waterloo/Schlegel Villages – New 3-storey long term care/research facility</td>
</tr>
<tr>
<td>200 University Ave W</td>
<td>Waterloo</td>
<td>Inst</td>
<td>45850</td>
<td>$12,000,000</td>
<td>University of Waterloo, Ira G Needles Hall – 3-storey addition</td>
</tr>
<tr>
<td>45 Benjamin Rd</td>
<td>Woolwich</td>
<td>Comm</td>
<td>80216</td>
<td>$9,500,000</td>
<td>Homewood Suites Hotel – New 4-storey building</td>
</tr>
<tr>
<td>20 Weber St E</td>
<td>Kitchener</td>
<td>Inst</td>
<td>5242</td>
<td>$9,000,000</td>
<td>Region of Waterloo, Existing Courtrooms - Addition of new floor area and interior renovations to former court building</td>
</tr>
<tr>
<td>275 Church St W</td>
<td>Woolwich</td>
<td>Comm</td>
<td>57787</td>
<td>$8,300,000</td>
<td>Premier Equipment – New 2-storey building for the new tractor dealership</td>
</tr>
<tr>
<td>550 King St N</td>
<td>Waterloo</td>
<td>Comm</td>
<td>20790</td>
<td>$7,000,000</td>
<td>Target – Addition and interior renovations</td>
</tr>
<tr>
<td>99 Ottawa St S</td>
<td>Kitchener</td>
<td>Comm</td>
<td>20569</td>
<td>$6,000,000</td>
<td>KW Habilitation – New 3-storey office building</td>
</tr>
<tr>
<td>58 Joseph St</td>
<td>Woolwich</td>
<td>Inst</td>
<td>22238</td>
<td>$5,500,000</td>
<td>Breslau Public School - 1-storey addition and renovations</td>
</tr>
<tr>
<td>660 Conservation Dr</td>
<td>Waterloo</td>
<td>Inst</td>
<td>31305</td>
<td>$5,400,000</td>
<td>The Creekside Church – Additions and renovations</td>
</tr>
<tr>
<td>299 Trillium Dr</td>
<td>Kitchener</td>
<td>Ind</td>
<td>11300</td>
<td>$4,950,000</td>
<td>Conestoga Cold Storage (Phase 9) – Addition of hi-rise freezer and sprinkler room</td>
</tr>
<tr>
<td>290 Union St</td>
<td>Woolwich</td>
<td>Ind</td>
<td>96689</td>
<td>$4,900,000</td>
<td>Horst Industries – New manufacturing building</td>
</tr>
<tr>
<td>1058 Spitzig Rd</td>
<td>Woolwich</td>
<td>Inst</td>
<td>26069</td>
<td>$4,141,000</td>
<td>Woodland Christian High School – Addition to secondary school with mezzanine &amp; interior renovations</td>
</tr>
<tr>
<td>1660 Whistle Bear Rd</td>
<td>North Dumfries</td>
<td>Comm</td>
<td>18245</td>
<td>$3,813,205</td>
<td>Whistle Bear Golf Club – Addition and renovations to existing club house</td>
</tr>
<tr>
<td>480 Thompson Dr</td>
<td>Cambridge</td>
<td>Comm</td>
<td>38438</td>
<td>$3,800,000</td>
<td>Freedom Pet Supplies – Addition to the warehouse</td>
</tr>
<tr>
<td>184 Tall St</td>
<td>Cambridge</td>
<td>Inst</td>
<td>15913</td>
<td>$3,800,000</td>
<td>Tall Street Public School – Addition of 6 Classrooms, main office, and gym</td>
</tr>
<tr>
<td>83 Empire St</td>
<td>Waterloo</td>
<td>Inst</td>
<td>16792</td>
<td>$3,500,000</td>
<td>Empire Public School – Addition and renovations includes 5 new classrooms and a new gym</td>
</tr>
<tr>
<td>200 Columbia St W</td>
<td>Waterloo</td>
<td>Inst</td>
<td>19537</td>
<td>$3,500,000</td>
<td>University Of Waterloo, Bright Star Cooperative ELC – New Day Care Building</td>
</tr>
<tr>
<td>1473 Gingerich Rd</td>
<td>Willmot</td>
<td>Ind</td>
<td>37386</td>
<td>$3,360,000</td>
<td>Ero Enterprises – Addition of shops to terminal</td>
</tr>
<tr>
<td>255 McBrine Dr</td>
<td>Kitchener</td>
<td>Ind</td>
<td>57841</td>
<td>$3,200,000</td>
<td>W/O Canada Inc. – Addition to a manufacturing facility with additional office space</td>
</tr>
<tr>
<td>51 Natchez Rd</td>
<td>Kitchener</td>
<td>Inst</td>
<td>11410</td>
<td>$3,000,000</td>
<td>Mackenzie King Public School – Addition of 7 class rooms and Interior alterations</td>
</tr>
<tr>
<td>2069 Ottawa St S</td>
<td>Kitchener</td>
<td>Ind</td>
<td>3799</td>
<td>$2,600,000</td>
<td>Region Of Waterloo – New Chemical Storage Building, includes mechanical and electrical</td>
</tr>
<tr>
<td>100 Erb St E</td>
<td>Waterloo</td>
<td>Comm</td>
<td>14747</td>
<td>$2,500,000</td>
<td>North Waterloo Farmers Mutual Insurance – Addition to the office</td>
</tr>
<tr>
<td>75 Pebblecreek Dr</td>
<td>Kitchener</td>
<td>Inst</td>
<td>8235</td>
<td>$2,500,000</td>
<td>Blessed John Paul II Catholic School – Addition of a second storey</td>
</tr>
<tr>
<td>313 Menno St</td>
<td>Woolwich</td>
<td>Ind</td>
<td>0</td>
<td>$2,100,000</td>
<td>Conestoga Meat Packers Ltd – Addition to pork processing facility</td>
</tr>
</tbody>
</table>
Region of Waterloo
Planning, Housing and Community Services
Transportation Planning

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

Date: April 29, 2014

File Code: T15-40/50

Subject: Amendment to Regional Municipality of Waterloo Controlled Access By-law #58-87 for Access to Regional Road #50 (Westmount Road), City of Waterloo

Recommendation:

That the Regional Municipality of Waterloo approve an amendment to Controlled Access By-law #58-87 for an access on the east side of Regional Road #50 (Westmount Road), approximately 840 metres north of Columbia Street in the City of Waterloo, as described in Report No. P-14-049, dated April 29, 2014.

Summary:

The City of Waterloo will be developing the Westmount Sport Fields on the east side of Westmount Road, directly opposite the Laurelwood Drive extension at the proposed Westmount Road/Laurelwood Drive roundabout. These lands will be leased from the University of Waterloo (please see Attachment A).

The site is proposed to be accessed via the east leg of the proposed roundabout at the intersection of Westmount Road and the Laurelwood Drive extension (Please see Attachment B). As Westmount Road is designated as a Controlled Access – Prohibited road under the Region of Waterloo Controlled Access By-law #58-87 from Regional Road 50 (Northfield Drive) to Columbia Street, an amendment to this By-law is required prior to issuance of an Access Permit by staff.

City of Waterloo and the University of Waterloo are in support of this access to the Waterloo sports fields.

Construction of the proposed roundabout at the intersection of Westmount Road and the Laurelwood Drive extension is proposed for late summer of 2014.
Report:

By-law #58-87, “A By-law to Designate and Regulate Controlled – Access Roads” was enacted to control the construction or alteration to the geometric design of any private means of access to a Regional Road. All Regional Roads are included in either Schedule A or Schedule B of the By-law. Regional Roads included in Schedule A (Controlled Access – Prohibited) include arterial roads and freeways where access to these roads must be restricted due to high speeds and volume of traffic. The main function of a Controlled Access – Prohibited road is to move through traffic. All requests for changes to existing accesses or for a new access on these roads require an amendment to the By-law.

The City of Waterloo will be developing the Westmount Sport Fields on the east side of Westmount Road, directly opposite the Laurelwood Drive extension at the proposed Westmount Road/Laurelwood Drive roundabout. These lands will be leased from the University of Waterloo. The sport field park plans include three sport fields and a warm-up area for teams to use before/between games. Two of the three fields will be lit for extended evening use. The park amenities include washrooms, accessible spectator seating, a looped path, large event gathering area, interpretive signage about the environmental significance of the Laurel Creek corridor (please see Attachment A). Construction of the sport fields is scheduled to commence in the spring of 2014, with anticipated construction completion by fall 2014. This will ensure that the natural sports turf will be well established and ready for programming to start in the summer of 2015.

The site is proposed to be accessed via the east leg of the proposed roundabout at the intersection of Westmount Road and the Laurelwood Drive extension (please see Attachment B). As Westmount Road is designated as a Controlled Access – Prohibited road under the Region of Waterloo Controlled Access By-law #58-87 from Regional Road 50 (Northfield Drive) to Columbia Street, an amendment to this By-law is required prior to issuance of an Access Permit by staff.

Construction of the proposed roundabout at the intersection of Westmount Road and the Laurelwood Drive extension is proposed for late summer of 2014. The University of Waterloo is in support of this proposed access.

Area Municipal Consultation/Coordination

City of Waterloo staff has been working with Regional staff and are in support of the location of the proposed access. A copy of this report has been sent to City of Waterloo staff.

Corporate Strategic Plan:

Managing access to the Regional Road system is integral to the development approval process and is represented in Focus Area 2: Growth Management and Prosperity: Manage growth to foster thriving and productive urban and rural communities.
Financial Implications:

While the construction costs for the roundabout at Westmount Road and the Laurelwood Drive extension are included in the Region's 2014 Transportation Capital Program, the City of Waterloo would be responsible for all costs associated with the construction of the east leg of the roundabout for the sport fields access.

Other Department Consultations/Concurrence:

Design and Construction staff have been consulted with the coordination of the provision, design and construction of the proposed access.

Corporate Resources would be required to amend the Controlled Access By-law #58-87. Upon issuance of a Regional Road Access Permit, Transportation Engineering would issue a Regional Work Permit to allow works within the Regional right-of-way on Westmount Road.

Attachments:

Attachment A – Key Map
Attachment B – Plan showing access to Westmount Road and proposed amendment to Controlled Access By-law #58-87

Prepared By: Richard Parent, Transportation Planner, Corridor Management
Approved By: Rob Horne, Commissioner, Planning, Housing and Community Services
Attachment A – Key Map
Attachment B – Proposed Amendment to Controlled Access By-law #58-87
Region of Waterloo  
Corporate Resources  
Legal Services  

To: Chair Jim Wideman and Members of the Planning and Works Committee  
Date: April 29, 2014  
File Code: L07-90  
Subject: Authorization to Expropriate Lands (2ND report) for Road Improvements to Bloomingdale Road (Kraft Drive to Bridge Street), in the City of Kitchener  

Recommendation:  
That Council of the Regional Municipality of Waterloo approve the expropriation of lands for the purpose of construction of road improvements to Bloomingdale Road, in the City of Kitchener, in the Region of Waterloo as detailed in Report CR-RS-14-027 dated April 29, 2014 described as follows:  

Fee Simple Partial Taking:  
1. Lot 18 Small Lots N of Hornings Tract, Kitchener being Part 1 on 58R-17403; PIN 22302-0110 (40 Bloomingdale Road North, Kitchener);  
2. Lot 19 Small Lots N of Hornings Tract, Kitchener being Part 2 on 58R-17403; PIN 22302-0109 (44 Bloomingdale Road North, Kitchener).  

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.

**Summary:**

Nil

**Report:**

The Region is in the process of acquiring lands for improvements to Bloomingdale Road from Kraft Drive to Bridge Street, in the City of Kitchener. The project improvements consist of complete replacement of the existing asphalt platform, construction of 1.25 metre reserved on-road cycling lanes on each side of Bloomingdale Road from Kraft Drive to Bridge Street and installation of sections of sidewalks on both sides of the Bloomingdale Road where they currently do not exist. Construction is scheduled for the summer of 2015.

Council approved the commencement of expropriation of the subject properties on February 6, 2013 as detailed in report CR-RS-13-009. The appropriate forms under the *Expropriations Act* were served in order to initiate formal proceedings under the Act for these properties. All of the affected property owners were previously contacted by Legal Services staff and informed of the project as well as the Region’s intention to commence the expropriation process and the Region’s Expropriation Information Sheet was provided to each of them. Legal Services staff also contacted all property owners and informed them of the Region’s intention to continue with the expropriation process in order to ensure that the construction timeline is maintained, including this report being presented to Council, also as detailed in the Region’s Expropriation Information Sheet.

Land acquisitions are required from sixteen (16) property owners including the Corporation of the City of Kitchener. All land acquisitions are partial takings for road widening purposes.

Region staff are negotiating the acquisition of a partial taking along the frontage of the Bridgeport and Free Church Cemetery owned by the City of Kitchener. Even though the required strip of land is outside area for burials this acquisition requires an Order for Partial Closure of the Cemetery for the affected lands. An amendment to the legal description for the designation under the Ontario Heritage Act is also required. Region staff are working cooperatively with City of Kitchener staff to complete these processes in a timely fashion.

The Region has entered into agreements with fourteen (14) of the fifteen (15) private property owners to obtain the required fee simple partial takings. Thirteen (13) of these
agreements have been completed by registration of the Transfer on title conveying interest in the lands to the Region. One (1) agreement has not yet been completed due to the inability of the owners to obtain the partial discharge of an encumbrance and provide clear title. The remaining property has a lien registered on title which the owners are unable to remove to permit the transfer of clear title to the Region. The registration of a Plan of Expropriation will provide the Region with title to both partial takings free of any encumbrances.

The Region did not receive a notice for a Hearing of Necessity within the statutory time frame established by the Expropriations Act from any of the affected property owners. The next step in the proceedings is for Council to approve the expropriation of the required property to meet the construction timeline. This approval will ultimately be endorsed upon a certificate of approval on the Plan of Expropriation for this property. The Plan is then registered within three months of the approval. Ownership of the property vests with the Region upon the registration of the Plan. Notices of Expropriation are then served upon all registered owners, including tenants as shown on the assessment roll.

Once ownership by the Region is secured through the registration of the Plan, it is possible to serve the Notice of Possession. The date for possession can be no sooner than three months following the date of service of the Notice of Possession. The Notices of Expropriation and Notices of Possession may be served at the same time.

After the registration of the Plan of Expropriation and prior to the taking of possession of the property the expropriating authority is required to serve the registered owners with an offer in full compensation for their interests in the land. The offer must be accompanied by the immediate payment of one hundred (100%) percent of the appraised market value of the land to the registered owners as estimated by the Region's appraiser. The registered owners are also to be served with a report appraising the market value of the property, which report formed the basis for the offer of compensation.

Transportation and Environmental Services staff advises that they are not aware of any environmental concerns with respect to the subject lands. The expropriation of the lands is on an "as is" basis and upon closing the Region assumes all responsibility for the lands.

The subject lands are shown attached as Appendix “A”.

**Corporate Strategic Plan:**

One of the goals of the Corporate Strategic Plan is to ensure that the Region maintains and improves the Regional Roads Network.
Financial Implications

Transportation and Environmental Services staff advises that the 2014 Transportation Capital Program includes funds of $1,295,000 in the years 2014 to 2015 for this project to be funded from the Roads Rehabilitation Reserve Fund. Sufficient funding for the acquisition outlined within this report is available in the project budget.

Other Department Consultations/Concurrence:

Transportation and Environmental Services staff has been consulted in the preparation of this report.

Attachments

Appendix “A” – Project Area

PREPARED BY: Fiona McCrea, Solicitor, Property

APPROVED BY: Debra Arnold, Regional Solicitor, Director of Legal Services
Appendix ‘A’
Regional Municipality of Waterloo

Sawmill Road Improvements
(River Street to Snyder’s Flats Road)
Bloomingdale, Township of Woolwich

Information Package
Public Consultation Centre
Thursday May 8, 2014
5:00 p.m. to 8:00 p.m.
at
Bloomingdale Community Centre
1031 Snyder’s Flats Road, Bloomingdale
Township of Woolwich, Ontario

There is a Comment Sheet at the back of this package. If you wish, please fill it out and deposit it in the designated box provided at this Public Consultation Centre. All names, addresses and comments will be included in material made available to the general public.
1.0 Why is the Region of Waterloo Undertaking This Project?

The Region of Waterloo is currently considering improvements on Sawmill Road (Regional Road 17) from River Street to Snyder’s Flats Road in Bloomingdale. Please refer to page 2 for a Key Plan of the Project Area.

Due to the age and condition of the pavement on Sawmill Road, it is necessary to completely reconstruct the existing road structure. The timing of this reconstruction presents an opportunity to address other deficiencies along this road. These deficiencies include a lack of cycling lanes, the addition of a left turn lane at St. Charles Street and a lack of continuous sidewalks within the project limits.

The Sawmill Road project is classified as a Schedule A+ undertaking in accordance with the Municipal Class Environmental Assessment planning process and is pre-approved to proceed to construction provided that appropriate public consultation is conducted.

2.0 Who is Directing This Project?

The Project is being directed by a Project Team consisting of staff from the Regional Municipality of Waterloo and the Township of Woolwich, and Councillor Bonnie Bryant of the Township of Woolwich.
Information Package
Sawmill Road Improvements (River Street to Snyder’s Flats Road) Bloomingdale

REGIONAL ROAD No. 17
SAWMILL ROAD IMPROVEMENTS
RIVER STREET TO SNYDER’S FLATS ROAD
Bloomingdale, Township of Woolwich

DOCS#1604557
3.0 What is the Purpose of this Public Consultation Centre?

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

- review the improvements being considered for this Project;
- ask questions of staff of the Region of Waterloo and Township of Woolwich; and
- provide comments and input regarding the planning and design of the improvements being considered.

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

4.0 What Improvements are Being Considered?

The Project Team is considering the following improvements to address the pavement condition and deficiencies in the traffic, cycling and pedestrian facilities within this project:

- Complete road reconstruction with new concrete curb and asphalt roadway surface, widened to meet the current standards;
- The addition of a southbound left turn lane from Sawmill Road to St. Charles Street West;
- Additional street lighting;
- on-road cycling lanes;
- New sidewalk on both sides of Sawmill Road between River Street and Snyder’s Flats Road; and
- Storm sewer replacement or repair where necessary.
5.0 How Do the Improvements Being Considered Relate to the Objectives of the Regional Transportation Master Plan, The Cycling Master Plan and the Regional Transportation Corridor Design Guidelines?

The Regional Transportation Master Plan (RTMP), recently updated in 2010, is a high-level strategic plan that assesses the existing and future traffic using the entire Regional Road network with a view to determining the short- and long-term needs for road improvements.

Sawmill Road provides an important transportation link through the Township of Woolwich while providing access to numerous communities, public institutions, and residential and commercial properties. Based on traffic projections to the year 2031, the RTMP did not identify the need to add additional through lanes on Sawmill Road.

The RTMP through its vision of sustainability, encouraging increased transit use and promoting transit choice, supports enhancements to this project that will improve the cycling and pedestrian networks in the area.

The Context Sensitive Regional Transportation Corridor Design Guidelines (CDG) is a planning policy document that guides the design of Regional Roads. The CDG identifies necessary elements within the road allowance such as vehicular lanes, cycling lanes, sidewalks and boulevards. According to the CDG, Sawmill Road is classified as a Rural Village - Main Street from River Street to Snyder’s Flats Road. As such, Sawmill Road is identified for enhanced pedestrian facilities including sidewalks on both sides of the road with a preferred width of 2.1 metre (1.5 metre minimum).

The Regional Cycling Master Plan and the draft Regional Active Transportation Master Plan identify Sawmill Road as a critical link in the area cycling and pedestrian network because it includes one of only a few continuous and direct routes connecting multiple communities on the east side of the Grand River. An enhanced cycling facility on Sawmill Road as part of this project would link up with existing and planned cycling infrastructure on Sawmill Road both north and south of Bloomingdale.

The implementation of the enhancements identified in the RTMP, Cycling Master Plan and the Regional Transportation Corridor Design Guidelines will enable all road users (e.g., vehicles, pedestrians, cyclists) the opportunity to connect with this community and beyond including access to the pedestrian areas within and surrounding Bloomingdale Community Centre and Snyder’s Flats Conservation Lands.
6.0 Why are Sidewalk Improvements Being Considered for this Project?

There is existing sidewalk on sections of both the east and west sides of Sawmill Road between River Street and Snyder’s Flats Road. Construction of a new sidewalk is being considered on both the east side and west side of Sawmill Road between River Street and Snyder’s Flats Road.

The installation of new sidewalk would require the re-grading of boulevards and some driveways and would require the removal of several mature trees. The Project Team “weighed” these impacts against the need for improved pedestrian facilities in the corridor and believes sidewalk improvements are justified because they are critical to Sawmill Road including the surrounding community in many ways:

- Sidewalks would provide pedestrian access not only for the fronting properties on Sawmill Road between River Street and Snyder’s Flats Road but also a support pedestrian connections for all residential properties in the adjacent residential subdivision (e.g., McAllister, James Wilson, Salisbury, Greenwood, Seaton and Saranac) and beyond;

- Sidewalks would provide a direct pedestrian link with the various community institutions (e.g., schools, churches, community centre, library); and

- Sidewalks would provide pedestrian access leading to the various recreation areas surrounding the community including the Bloomingdale Park and Community Centre and Snyder’s Flats Conservation Lands.

7.0 Who is Responsible for Winter Maintenance of the Sidewalk?

Currently, Bloomingdale residents are responsible for clearing snow from the existing sidewalk on Sawmill Road between River Street and Snyder’s Flats Road. Following construction of the new sidewalks as part of this project, residents will continue to be responsible for clearing snow from all sidewalks within the project limits.

8.0 Are any Changes Proposed to St. Charles Street West?

The Sawmill Road intersection at St. Charles Street West is planned for improvement as part of this project; a southbound left turn lane is being considered on Sawmill Road as part of the improvements (refer to Appendix A - Typical Two Lane Cross Section with Left Turn Lane), however, it is expected that only minor adjustments on St. Charles Street West will be required to facilitate the proposed improvements.
9.0 Will A New Watermain or Sanitary Sewer be included with the improvements?

Sawmill Road between River Street and Snyder’s Flats Road currently does not have an existing watermain or sanitary sewer. A new watermain or sanitary sewer are not planned for as part of this project.

10.0 Does the Region of Waterloo need to Acquire Private Property for this Project?

The intent of the design process is to minimize the need to acquire property; however, the improvements being considered do require the Region to acquire small strips of property. As the project proceeds, Regional Real Estate staff will contact affected property owners to discuss the necessary property acquisitions. It is the Region’s standard practice to negotiate agreements of purchase and sale with the affected property owners based on an independent appraisal of the land’s fair market value. If agreements cannot be reached in time to meet the project schedule, the Region may acquire the needed lands through Expropriation. For further information, please see the Property Process Information Sheet in Appendix B.

The proposed improvements have been refined by the Project Team to minimize property impacts. Preliminary potential property impacts are shown on the plans on display at this Public Consultation Centre.

11.0 How are Impacts to Heritage Resources Being Considered?

A number of pre-1900’s homes/buildings exist along Sawmill Road and were identified within the project limits at the onset of this project. The Project Team has retained a consultant to undertake a Cultural Heritage Assessment to identify and determine the cultural heritage value or interest of all potential Built Heritage and/or Cultural Heritage Landscapes within the project. The Cultural Heritage Assessment will be circulated to both Region and Township planning staff for input. Recommendations and or preservation strategies resulting from the assessment will be considered by the Project Team during the detailed design such that identified impacts can be reduced or avoided.

During detailed design and approaching construction, the Region will be working with a consultant to conduct a precondition assessment/survey of all homes/buildings, including those identified as heritage resources, to document existing conditions of the structures prior to construction taking place in 2016. These surveys are very important in identifying and documenting the existing conditions prior to construction to help resolve any claims in the unlikely event that there is accidental damage of any kind as a result of the construction.
12.0 How Will Private Property, Trees, Driveways and Lawns be Affected?

It is expected that some existing mature trees will have to be removed during construction to accommodate the improvements. The plans presented at this Consultation Centre show trees that will likely require removal or trimming. It is the Region’s practice to plant two replacement trees for each tree removed as a result of any road project. The Project Team proposes replacing any removed tree with large diameter replacement salt tolerant trees (i.e., 75 mm to 80 mm calliper). Any grassed areas disturbed during construction will be repaired to equal or better condition with topsoil and sod. In addition to replacing any trees removed on a 2-for-1 basis, new boulevard landscaping, including additional salt-tolerant trees, will be included as part of the project where feasible. Any new landscaping is typically installed as part of a separately tendered landscaping contract in the year following the road construction. Driveways will be re-graded as necessary in order to blend smoothly with the newly constructed roadway.

The Project Team has retained a tree expert (arborist) to assess the existing condition of the various trees and other vegetation within the road corridor. The arborist’s work includes the development of any required tree preservation or protection strategies. The Project Team will consider these strategies where feasible, as part of the design and construction of this project.

13.0 When Will Construction Occur?

Construction on Sawmill Road is currently scheduled to commence in 2016.

Construction of the Sawmill Road improvements will be completed in phases to minimize disruption to those properties within the construction limits of the project. Construction phasing refers to completing sections of the project one section at a time. By phasing the construction, impacts to the abutting properties are localized to a defined area for a defined period of time. Details regarding staging and timing for construction of each road section will be developed as the detailed design progresses and will be communicated to the directly affected property owners in advance of construction.

14.0 How Will Traffic and Access to Properties be Accommodated During Construction? Will there be detours?

For the duration of the construction, two-way traffic will be maintained on Sawmill Road with a reduction to one lane during working hours controlled by flagpersons.
Information Package
Sawmill Road Improvements (River Street to Snyder’s Flats Road) Bloomingdale

In addition to lane closures, there will be times when the construction work will require temporary closures of one or more of the side streets. During all closures or lane restrictions, signage will be placed well in advance of the closure advising of the detour and duration of the closure. A detailed construction phasing and traffic management plan will be developed during detailed design that accounts for all scheduled 2016 construction in this area of Woolwich Township.

The Township/City Fire Department, Waterloo Regional Police and Ambulance Services will all be advised of the traffic restrictions during the construction period.

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

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

Access to residential/commercial driveways will be maintained to the greatest extent possible during construction. The Contractor will be required to temporarily block access to and from driveways and side streets for short-term periods when completing certain construction operations. Where a disruption to your driveway is expected, the Contractor will be required to hand-deliver a notice at least 48 hours in advance advising you of the time and duration of the driveway disruption. If necessary, alternate parking arrangements will be made, such as provision for temporary parking on adjacent side streets.

For commercial properties, access for customers will be maintained at all times. If only one driveway access exists to your property, the Contractor will endeavour to complete the work across the driveway in two phases where feasible in order to maintain access.

During construction property and business owners are encouraged to contact the Region’s on-site supervisor with any concerns in relation to access, signage, or other issues during the Project, so it can be determined if reasonable changes or modifications can be made.

15.0 How will Garbage / Recyclables be Collected During Construction?

For residential properties on Sawmill Road with regular collection, garbage, green bins, yard waste and blue boxes will continue to be collected as usual. When work is occurring in front of your property and waste collection vehicles do not have
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access to your driveway on garbage collection day, the Contractor will deliver your
garbage and recyclables to an adjacent side street for collection and return the
empty containers afterwards. We will ask that all residents mark their containers
with their address for easy identification.

For properties with private garbage collection, driveway access will be maintained
during each phase of construction to provide access for private garbage collection.

16.0 What about Dust During Construction?

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

17.0 What Are the Expected Working Hours During Construction?

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

18.0 Will the Posted Speed Limit Be Changed?

Following construction, the Region will retain the current 50 km/h posted speed limit
on Sawmill Road between River Street and Snyder’s Flats Road.

19.0 Will there be any Change in Traffic Noise Following
Construction?

The Project Team expects a marginal increase in traffic and therefore only minimal
change in traffic noise levels as a result of the proposed improvements.
Improvements to the asphalt pavement compared to the existing irregular and
cracked surface will tend to decrease the perception of vehicular noise levels after
reconstruction.

20.0 Will there be any Heavy Truck Vehicle Restrictions Following
Construction?

Region of Waterloo Council has adopted the Truck Route Policy whereby all
Regional roads are truck routes unless there are valid reasons for imposing
prohibitions or time restrictions for heavy trucks on a particular section of road.
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Sawmill Road Improvements (River Street to Snyder’s Flats Road) Bloomingdale

The policy specifically states that a heavy truck prohibition should be considered when the section of road was not designed or constructed for heavy truck traffic or long vehicles. It further states that time restrictions for truck traffic should be considered when the section of road is primarily front-lotted urban residential with numerous driveways, and a suitable alternate route (less than 50% longer, but not more than 4 kilometres longer) is available.

Regional Transportation staff has reviewed the section of Sawmill Road and in accordance with the Truck Route policy, Regional Transportation staff has assessed that Sawmill Road within the project limits needs to remain a truck route as it does not meet the conditions outlined in the policy for heavy truck prohibition.

21.0 What is the Estimated Cost of this Project and How Will it be Funded?

The Region of Waterloo is funding the road improvements on this project. The estimated project cost for the proposed Sawmill Road Improvements including roadway reconstruction, new curbs, sidewalk, storm sewer works replacement/repair, driveway ramps and boulevard restoration, and landscaping is approximately $1,255,000.

22.0 What are the Next Steps for this Project?

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

23.0 When Will a Decision be Made for this Project?

The Project Team will review the public comments received from the Public Consultation Centre and use them as input for identifying a Recommended Design Concept for the Sawmill Road Improvements Project. It is planned to present the Recommended Design Concept to Region of Waterloo Planning and Works Committee and Council in Summer 2014 for approval. In advance of this meeting, letters will be sent to all adjacent property owners and tenants (as well as to all members of the public specifically registering at this Public Consultation Centre) so that anyone wishing to speak to Committee or Council about this project can do so before final approval.
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Sawmill Road Improvements (River Street to Snyder’s Flats Road) Bloomingdale

24.0 How Will I Receive Further Notification Regarding This Project?

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

25.0 How Can I Provide My Comments?

In order to assist the Project Team in addressing any comments or concerns you might have regarding this project, we ask that you fill out the attached Comment Sheet and leave it in the comment box provided at the registration table. Alternatively you can mail, fax or e-mail your comments to the Project Team member listed below, no later than May 23, 2014.
Information Package
Sawmill Road Improvements (River Street to Snyder’s Flats Road) Bloomingdale
We thank you for your involvement and should you have any questions or concerns please contact:

Mr. Jason J. Lane, P.Eng.
Senior Project Manager
Region of Waterloo
150 Frederick Street, 6th Floor
Kitchener, ON N2G 4J3
Telephone: (519) 575-4757 x3752
Fax: (519) 575-4430
Email: jlane@regionofwaterloo.ca

26.0 How Can I View Project Information Following the PCC?

All of the PCC display materials and other relevant project information, notifications of upcoming meetings and contact information are available for viewing at the Region of Waterloo municipal office as identified above. Alternatively, you may visit the Region’s website at Region of Waterloo.
TYPICAL 2 LANE CROSS SECTION
RIVER ST. TO 90m SOUTH OF ST. CHARLES ST. W. AND
140m NORTH OF ST. CHARLES ST. W. TO SNSYER’S FLATS RD.

WEST SIDE:
south: 755, 761,
4 MC ALLISTER,
801, 811 & 821
north: 865 & 875

EAST SIDE:
south: 756, 760,
754, 752, 800, 802,
812 & 820
north: 860, 868
874 & 878

RIGHT OF WAY
(VARIES - 12.9m (42 ft) to 21.3m (70 ft)

NARROW RIGHT-OF-WAY
Information Package
Sawmill Road Improvements (River Street to Snyder’s Flats Road) Bloomingdale

Appendix A-2

TYPICAL 2 LANE CROSS SECTION WITH LEFT TURN LANE

40m SOUTH OF ST. CHARLES ST. W.
TO 50m NORTH OF ST. CHARLES ST. W.
Property Acquisition Process Information Sheet

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

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

Property Impact Plans

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

Initial Owner Contact by Regional Real Estate Staff

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

Initial Meetings

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

Goal – Fair and Equitable Settlement for All Parties

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

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

Steps Toward Offer of Settlement or Agreement of Purchase and Sale

The general steps towards such an offer are as follows;

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

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

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

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

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

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

Expropriation

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

Put simply, an expropriation is the transfer of lands or an easement to a governmental authority for reasonable compensation, including payment of fair market value for the transferred lands, without the consent of the property owner being required. In the case of expropriations by municipalities such as the Region of Waterloo, the process set out in the Ontario “Expropriations Act” must be followed to ensure that the rights of the property owners provided under that Act are protected.
Comment Sheet
Regional Municipality of Waterloo
Sawmill Road Improvements
Public Consultation Centre

Please complete and hand in this sheet so that your comments can be considered for this project. If you cannot complete your comments today, please take this home and mail, fax or e-mail your comments by May 23, 2014 to:

Mr. Jason J. Lane, P.Eng., Senior Project Manager
Region of Waterloo
150 Frederick Street, 6th Floor
Kitchener, ON N2G 4J3
Telephone: (519) 575-4757 x3752
Fax: (519) 575-4430
Email: jlane@regionofwaterloo.ca

Comments or concerns regarding this project:

Name: 
Address: 
Postal Code: 
Phone: 
Email: 

Thank you for your interest and time.
Collection Notice

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

Manitou Drive Improvements
Homer Watson Boulevard to Bleams Road
City of Kitchener

Information Package

Public Consultation Centre

Thursday May 1, 2014
5:30 p.m. – 8:00 p.m.
at
Conestoga Place
110 Manitou Drive, Kitchener

There is a Comment Sheet at the back of this package. If you wish, please fill it out and deposit it in the designated box provided at this Consultation Centre.
1. **What is the Purpose of this Public Consultation Centre?**

The Region of Waterloo is currently considering improvements to Manitou Drive from Homer Watson Boulevard to Bleams Road in the City of Kitchener as a Schedule ‘A+’ project under the Class Environmental Assessment. (Please refer to Appendix ‘A’ for a Key Plan.) Manitou Drive is an arterial roadway under the jurisdiction of the Region of Waterloo. The sanitary sewer and gas main beneath this road are owned and operated by the City of Kitchener.

This project has been initiated to address the deteriorated roadway condition and the need to repair or replace underground infrastructure within the project limits. Pedestrian and cycling enhancements are also being considered as part of this project.

We encourage you to provide comments on the improvements under consideration and request that you fill out the Comment Sheet attached to the back of this Information Package and place it in the box at this Public Consultation Centre or send it to the address indicated on the Comment Sheet. Your comments will be considered by the Project Team, in conjunction with all of the other relevant information, in establishing a preferred design for roadway improvements for Manitou Drive.

2. **Who is Directing the Planning of These Improvements?**

The planning for these infrastructure improvements is being undertaken by a “Project Team” consisting of staff from the Region of Waterloo, the City of Kitchener and City of Kitchener Councillor John Gazzola.

3. **What Improvements are being Considered on Manitou Drive?**

Based on technical studies and investigations completed, the Project Team has identified the need for the following repairs to existing infrastructure on Manitou Drive from Homer Watson Boulevard to Bleams Road:

- Complete replacement of the pavement structure with a slight narrowing of the existing travel lanes;
- Re-grading of the existing boulevards and removal of existing driveway culverts;
- Repairs to sections of the sanitary sewer system; and
- Replacement of the storm sewer system.
In accordance with the objectives of the Regional Official Plan, Regional Transportation Master Plan, Context Sensitive Regional Transportation Corridor Design Guidelines, the Active Transportation Master Plan and other relevant policies/practices, the Project Team has also identified the need for the following proposed enhancements to the roadway corridor:

- Construction of 1.5 metre wide dedicated “segregated” bike lanes on both sides of Manitou Drive to provide a continuous cycling facility on Manitou Drive within the projects limits. These “segregated” bike lanes are separated from vehicle traffic by a roll-over curb;

- Construction of new 1.5 metre wide sidewalks on both sides of Manitou Drive;

- Construction of new concrete curb and gutter on both sides of Manitou Drive;

- Enhanced Grand River Transit (GRT) stops and bus shelters; and

- Provision of 2.0 metre wide landscaped boulevards.

Please refer to Appendix “B” for drawings of the Project Team’s Preferred Design for Manitou Drive through the project limits.

It is noted that, in order to accommodate these proposed enhancements on Manitou Drive, there would be a requirement for the acquisition of strips of property from two adjacent private properties. The works would also require encroachment into the grassed front yards of some properties which would all be restored to pre-construction condition.

4. Are any Improvements Planned at the Intersections of Manitou Drive and Wabanaki Drive, Manitou Drive and Bleams Road or Manitou Drive and Homer Watson Boulevard?

Changes to the existing lane configuration at the Manitou Drive and Bleams Road intersection have been approved by the Region under a separate project and are expected to be completed in 2015. This improvement includes the construction of a two lane roundabout.

Changes to the existing lane configuration at the Manitou Drive and Homer Watson Boulevard intersection will be considered as part of the current Homer Watson Boulevard Class Environmental Assessment (EA) Study between Manitou Drive and Conestoga College Boulevard. This Class EA Study is
currently underway and a separate public consultation process will be undertaken for this future study.

The limits of this project stop short of the Manitou Drive/Bleams Road and Manitou Drive/Homer Watson Boulevard intersections. The intersection of Manitou Drive and Wabanaki Drive will be reconstructed as part of this project but the intersection has not been identified as requiring additional turn lanes, therefore no changes are planned at that intersection.

5. How Does this Project Relate to the Objectives of the Regional Official Plan, the Regional Transportation Master Plan and the Context Sensitive Regional Transportation Corridor Design Guidelines?

As stated, the Project Team is planning these improvements to address both the deteriorated roadway and underground infrastructure as well as to include enhancements to the roadway corridor consistent with Regional Bylaws, policies, plans and practices. The Regional Official Plan gives the direction to balance new and retrofitted roads for all modes of transportation including walking, cycling, autos and transit. The proposed enhancements on this project support the Regional Transportation Master Plan (RTMP) goals of optimizing our transportation system, promoting transportation choice and supporting sustainable development. Regional Council also approved the Context Sensitive Regional Transportation Corridor Design Guidelines in 2010 and accepted the Active Transportation Master Plan in 2014. These both support the integration of active and sustainable transportation on all Regional Roads.

This project will improve the walking environment by including new sidewalks. The sidewalk would be set back from the road with grassed boulevards to further enhance the walking experience. In addition, this project includes the installation of dedicated segregated bike lanes in support of the Region’s Active Transportation Master Plan which designates this section of Manitou Drive as an official cycling route. Improving the walking and cycling environments would support the Transit Modal Share targets in the RTMP.

6. Who is Responsible for Clearing Snow from the Proposed New Sidewalks?

The City of Kitchener has jurisdiction for the maintenance of sidewalks on Regional Roads. As per the City of Kitchener’s applicable by-law, snow clearing to ensure sidewalks are clear of snow and ice would be the responsibility of the property owner.

7. **Is Property Acquisition Required for this Project?**

As noted previously, implementation of the Project Team’s Preferred Design would require that the Region acquire property from two abutting property owners. These proposed property purchases consist of small ‘strips’ of land immediately adjacent to the existing roadway right-of-way to provide room for the proposed roadway cross section. In these areas where property is required, the property owner would be contacted directly by the Region of Waterloo’s Land Purchasing Officer. Compensation would be provided at fair market rates based on recent similar area sales. The plans presented at this Consultation Centre show the proposed property acquisition that would likely be required. Please refer to Appendix “C” for further information on the property acquisition process.

8. **How will Trees, Driveways and Lawns be Affected?**

It is not expected that any existing trees would have to be removed during construction to accommodate the proposed improvements. The plans presented at this Consultation Centre show areas where tree plantings are proposed. Any grassed areas disturbed during construction would be repaired to equal or better condition with topsoil and sod. Driveways will be re-graded as necessary in order to blend smoothly with the newly constructed roadway.

Some properties along Manitou Drive may currently have hard landscaping features such as rock gardens, ornamental lights, underground sprinkler systems or similar landscape features which are currently situated on the road right-of-way rather than on private property. If your property is identified as having these types of features on the roadway right-of-way, you will be contacted well in advance of construction and be requested to relocate these items from the right-of-way prior to construction.

9. **When will Construction Occur and will there be Detours?**

Construction on Manitou Drive is tentatively scheduled to occur in 2016. The Region’s Transportation Capital Program is reviewed annually and the timing of projects may change depending on several factors.

It is tentatively proposed that construction will be accomplished in two (2) stages, by completing half of Manitou Drive at a time during each stage. During the
works Manitou Drive will remain open to one lane of traffic in the northbound direction and one lane of traffic in the southbound direction.

Although there are no sidewalks currently, accommodations for pedestrian access will be maintained on one side of Manitou Drive for the duration of the construction. Where the areas pedestrians will walk are close to deep excavations, the area will be separated from the work area by temporary fencing. Signage will be erected in order to direct pedestrians through the project area.

The City of Kitchener Fire Department, Waterloo Regional Police and Ambulance Services will all be advised of the traffic restrictions during the construction period. Grand River Transit service (Route 10) will be maintained during construction through the implementation of temporary bus stop locations as required.

As is customary during Regional Road reconstruction projects, motorists will be advised of the construction timing and traffic restrictions through advance signage and through information on the Region’s web site.

10. How will Access be Maintained to Properties during Construction?

Access to all driveways will be maintained to the greatest extent possible during construction. The Contractor may find it necessary to temporarily block access to and from driveways on Manitou Drive and side streets for short-term periods when completing certain construction operations. Where a disruption to your driveway is expected, the Contractor is required to hand-deliver a notice at least 48 hours in advance advising you of the time and duration of the driveway disruption. If necessary, alternate parking arrangements will be made, such as provision for temporary parking on adjacent side streets.

For commercial properties, access for customers will be maintained at all times. If only one driveway access exists, the Contractor will endeavour to complete the work across the driveway in two stages where feasible in order to maintain customer access.

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

11. Will there be Water Service Shutdowns during Construction?
The existing watermain on this section of Manitou Drive does not require replacement therefore no impact to water supply is expected.

12. **Can my Existing Water Service be Upgraded?**

Replacement of the existing distribution watermain within Manitou Drive is not being considered as part of this project and, as such, water service replacements are not anticipated to be completed as a result; however, if property owners wish to increase the size of the water service to their property beyond the standard size (i.e. to achieve increased flow) they may choose at their own cost to have this work included during this project. Undertaking these improvements in conjunction with the proposed construction typically results in cost savings to the property owner as compared to undertaking the work independently at another time in the future. Subject to mutual agreement between the City of Kitchener and the property owner, existing water services may be upgraded from the mains under the road to the property line at the property owner’s expense.

If you wish to discuss an increase in the size of your water service to a size greater than the standard size, please indicate so on your comment sheet. From this information, staff will contact you at a later date to discuss your plans and any further requirements.

Additionally, property owners may wish to consider replacing the water service on their private property (i.e. between the property line and their building) as part of this construction. Property owners can inquire to arrange this work directly with the Region’s Contractor on-site during construction but it cannot be guaranteed that the Contractor will be able to accommodate this additional work request.

13. **Can my Existing Sanitary Service be Upgraded?**

Replacement of the existing sanitary sewer within Manitou Drive is not being considered as part of this project and, as such, sanitary service replacements are not anticipated to be completed as a result; however, if property owners wish to increase the size of the sanitary service to their property beyond the standard 100mm size (i.e. to achieve increased flow) they may choose at their own cost to have this work included during this project. Undertaking these improvements in conjunction with the proposed construction typically results in cost savings to the property owner as compared to undertaking the work independently at another time in the future. Subject to mutual agreement between the City of Kitchener and the property owner, existing sanitary services may be upgraded from the sewer main under the road to the property line at the property owner’s expense.
If you wish to discuss an increase in the size of your sanitary service to a size greater than the standard of 100mm diameter, please indicate so on your comment sheet. From this information, staff will contact you at a later date to discuss your plans and any further requirements.

Additionally, property owners may wish to consider replacing the sanitary service on their private property (i.e. between the property line and their building) as part of this construction. Property owners should arrange this work directly with the Region’s contractor on-site during construction but it cannot be guaranteed that the Contractor will be able to accommodate this additional work request.

14. **How will Garbage / Recycling be Collected During Construction?**

For properties on Manitou Drive with regular collection, garbage, green bins, yard waste and blue boxes will continue to be collected as usual. When work is occurring in front of your property and waste collection vehicles do not have access to your driveway on garbage collection day, the Contractor will deliver your garbage and recyclables to an adjacent side street for collection and return the empty containers afterwards. We will ask that all residents mark their containers with their address for easy identification.

For properties with private garbage collection, driveway access will be maintained during each phase of construction to provide access for private garbage collection.

15. **What about Dust During Construction?**

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

16. **How is the Natural Environment being Considered?**

Sediment and erosion control features will be designed, implemented and maintained throughout construction. Key measures of this sediment and erosion control plan will include silt fencing, temporary tree protection fencing, temporary sediment basins and other Best Practice measures. As noted previously, the Preferred Design will include new boulevard landscaping in order to enhance the natural environment and to provide a more appealing setting for pedestrians.

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

18. **Will there be any change in Traffic Noise following this Construction?**

The Project Team expects no increase in traffic noise levels on Manitou Drive as a result of the proposed improvements. In fact, improvements to the asphalt pavement compared to the existing irregular and cracked surface will tend to decrease vehicular noise levels after reconstruction.

19. **Will the Posted Speed Limit on Manitou Drive be Changed?**

Following construction, the Region will retain the posted speed limit of 60 km/hr on Manitou Drive from Homer Watson Boulevard to Bleams Road.

20. **What is the Estimated Cost of this Project and how will it be Funded?**

The Region of Waterloo and the City of Kitchener are funding the road improvements on this project. The estimated total project cost for the Region’s share of the proposed Manitou Drive improvements is $5,790,000. The City of Kitchener has an additional budget of $500,000 for funding the sanitary sewer repairs and for the City’s share of the storm sewer replacement on Manitou Drive.

21. **What are the Next Steps?**

Prior to identifying a Recommended Design Concept for Manitou Drive for Regional Council’s approval, the Project Team is asking for the public’s input on the proposed improvements. This Public Consultation Centre is your opportunity to ask questions, provide suggestions, and make comments. Once your input is received, it will be used by the Project Team, in conjunction with all other relevant information, to finalize the recommended design for the Manitou Drive improvements.

22. **When Will Final Decisions be Made for this Project?**

The Project Team will review the public comments received from this evening’s Public Consultation Centre and use them as input for identifying a Recommended Design Concept for the Manitou Drive project. This Recommended Design Concept will be presented to Regional Planning and
Works Committee and Council in the Summer of 2014 for approval. In advance of these meetings, letters will be sent to all adjacent property owners and tenants (as well as to all members of the public specifically registering at this Public Consultation Centre) so that anyone wishing to speak to Committee or Council about this project can do so before final approval.

23. **How Can I Voice My Comments At This Stage?**

In order to assist us in addressing any comments or concerns you might have regarding this project, we ask that you please fill out the attached Comment Sheet and leave it in the box provided at the registration table. Alternatively, you can mail, fax or e-mail your comments to the Region of Waterloo not later than May 16, 2014.

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

Mr. Michael Halloran, C.E.T.,
Project Manager
Region of Waterloo
150 Frederick Street, 6th Floor
Kitchener, ON N2G 4J3
Phone: (519) 575-4529
Fax: (519) 575-4430
Email: mhalloran@regionofwaterloo.ca
Appendix A

Key Plan

SITE LOCATION
Appendix B

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

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

**Property Impact Plans**

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

**Initial Owner Contact by Regional Real Estate Staff**

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

**Initial Meetings**

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

**Goal – Fair and Equitable Settlement for All Parties**

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

The initial meetings will form the basis of an initial offer of settlement or agreement of
purchase and sale for the required lands or interests.

Steps Toward Offer of Settlement or Agreement of Purchase and Sale

The general steps towards such an offer are as follows;

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

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

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

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

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

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

Expropriation

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

Put simply, an expropriation is the transfer of lands or an easement to a governmental
authority for reasonable compensation, including payment of fair market value for the
transferred lands, without the consent of the property owner being required. In the case
of expropriations by municipalities such as the Region of Waterloo, the process set out
in the Ontario Expropriations Act must be followed to ensure that the rights of the property owners provided under that Act are protected.
Comment Sheet

Regional Municipality of Waterloo

Manitou Drive Improvements

Homer Watson Boulevard to Bleams Road

City of Kitchener

Public Consultation Centre

Please complete and hand in this sheet so that your views can be considered for this project. If you cannot complete your comments today, please take this home and mail, fax or e-mail your comments by May 16, 2014 to:

Mr. Michael Halloran, C.E.T., Project Manager,
Regional Municipality of Waterloo Phone: 519-575-4529
6th Floor, 150 Frederick Street Fax: 519-575-4430
Kitchener, ON N2J 4G email: mhalloran@regionofwaterloo.ca

Are you interested in upgrading your water service as part of this project?
☐ YES ☐ NO

Are you interested in upgrading your sanitary service as part of this project?
☐ YES ☐ NO

Comments or concerns regarding this project:
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
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_____________________________________________________________________
_____________________________________________________________________

Dickason 2016
Name: ________________________________________________________________

Address: ______________________________________________________________

Postal Code ___________________________________________________________

Collection Notice

All comments and information received from individuals, stakeholder groups and agencies regarding this project are being collected to assist the Region of Waterloo in making a decision. Under the “Municipal Act”, personal information such as name, address, telephone number, and property location that may be included in a submission becomes part of the public record.
Region of Waterloo

Transportation and Environmental Services

Water Services Division

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

Date: April 29, 2014

File Code:

Subject: Water Efficiency Advisory Committee, Terms of Reference

Recommendation:

That the Region of Waterloo approve changes to the Water Efficiency Advisory Committee Terms of Reference, as detailed in Report E-14-043.1, dated April 29, 2014.

Summary:

Nil

Report:

The mandate of Water Efficiency Advisory Committee (WEAC) is to advise Regional staff on issues of water demand management and long-term program review of the Water Efficiency Master Plan for the residential and commercial/industrial/institutional sectors. The committee also acts as an expanded public forum regarding efficient water use as it relates to the Water Supply Master Plan.

On occasion, WEAC members have expressed a desire to participate in meetings via telephone conference when they have been out of the country. At a WEAC meeting held January 9, 2013, members discussed the issue and agreed that the Committee should be able to accommodate a member who wishes to participate via teleconference.

In order to accommodate member participation via teleconference, it is recommended that the Water Efficiency Advisory Committee Terms of Reference (detailed in Attachment A) be amended to include the following clause:

5.5 Where all the members present at or participating in the meeting have consented, any member may participate in a meeting of the committee by means of conference telephone, electronic or other communications facilities as permit all persons participating in the meeting to communicate with each other simultaneously and instantaneously, and is considered present at the meeting.
Staff recommends an additional amendment be made to the WEAC Terms of Reference to allow members to vote on issues separately if the need arises. This option would be held as a contingency if members were required to vote on a resolution and there is not enough time to call a meeting regarding an urgent matter, or if quorum was not reached at a meeting that dealt with the resolution. The recommended addition to the WEAC Terms of Reference (detailed in Attachment A) is the following:

5.6 A resolution in writing, signed by all members of WEAC entitled to vote on that resolution is as valid as if it had been passed at a meeting. A copy of every such resolution shall be kept with the minutes of the proceedings of the committee.

April 16, Water Efficiency Advisory Committee Endorsement

The Water Efficiency Advisory Committee (WEAC) discussed the recommended amendments to its terms of reference, as detailed in this report, on April 15, 2014. Following a review of potential circumstances when proposed clauses 5.5 and 5.6 may be implemented, the committee voted to approve the recommendations as detailed in E-14-043.1.

Corporate Strategic Plan:

Implementation of Water Efficiency programs relates to the Strategic Objective 1.4, to “Protect the quality and the quantity of our drinking water sources.” Action 1.4.3 states the Region of Waterloo should “Update and continue to implement the Water Efficiency Master Plan.”

Financial Implications

Nil

Other Department Consultations/Concurrence:

Nil

Attachments

Attachment A – Regional Municipality of Waterloo Water Efficiency Advisory Committee (WEAC) Terms of Reference

Prepared By: Steve Gombos, Manager, Water Efficiency

Approved By: Thomas Schmidt, Commissioner, Transportation and Environmental Services
Attachment A
Regional Municipality of Waterloo
Water Efficiency Advisory Committee (WEAC)
Terms of Reference

1.0 Name of Committee

The name of the committee shall be the Water Efficiency Advisory Committee (WEAC) of the Regional Municipality of Waterloo.

2.0 Mandate of the Committee

The mandate of the committee is to advise Regional staff on issues of demand management and long-term program review for the residential, educational and industrial/commercial/ institutional sectors. This committee will also act as an expanded public forum regarding efficient water use as it relates to the Water Supply Strategy. The committee will make program recommendations to staff and through staff to Planning and Works Committee and Regional Council. The implementation of initiatives which are approved for action will be overseen by this committee.

3.0 Membership of the Committee

3.1 The committee will comprise of the following:

- four Regional councillors, and Regional Chair, and
- six citizen appointees representing the following areas:
  1. Representative from a Region of Waterloo School Board
  2. Representative from Waterloo Region Chamber of Commerce
  3. Representative from the academic community
  4. Representatives (2) from either environmental or neighbourhood association groups
  5. Representative (1) from major Regional water user

3.2 In addition, non-voting staff resources to the committee include:

1. Director, Water Services
2. Manager, Water Efficiency

3.3 Advertisements will be placed as required in local newspapers through the Regional Clerk’s office to invite applications for persons wishing to sit on this committee.

Applications received will be reviewed by Water Efficiency staff, who will make recommendations for appointments to Planning and Works Committee and Regional Council. Citizens will be appointed on the basis of experience, how their knowledge and skills complement the expertise of the committee and their availability to attend meetings.
4.0 Reporting Structure

4.1 The Water Efficiency Advisory Committee will give direction and make recommendations regarding water-efficiency initiatives and program development to staff and through staff to Planning and Works Committee. Recommendations may originate from staff and committee members.

4.2 The Water Efficiency Advisory Committee will advise the Region by resolution on matters referred to them. Any minority view together with the view of the majority opinion will be recorded in the minutes.

4.3 The Water Efficiency Advisory Committee will be informed of the outcome of Planning and Works Committee as the decisions pertain to water efficiency matters.

5.0 Meetings

5.1 Meetings will be held at six to twelve week intervals as required.

5.2 The Chair and Vice-Chair of the Water Efficiency Advisory Committee will be elected from among the members at the first meeting of each calendar year. The Chair should be able to devote some time between meetings to working informally with Regional staff when circumstances warrant.

5.3 The quorum for a meeting shall be six (6) members.

5.4 The Water Efficiency Advisory Committee shall, from time to time, invite other persons or groups to address the committee and participate (non-voting) in discussions on subjects before the committee or to be briefed on water efficiency initiatives and activities by other organizations or agencies.

5.5 Where all the members present at or participating in the meeting have consented, any member may participate in a meeting of the committee by means of conference telephone, electronic or other communications facilities as permit all persons participating in the meeting to communicate with each other simultaneously and instantaneously, and is considered present at the meeting.

5.6 A resolution in writing, signed by all members of WEAC entitled to vote on that resolution is as valid as if it had been passed at a meeting. A copy of every such resolution shall be kept with the minutes of the proceedings of the committee.

6.0 Conflict of Interest Policy

All members shall adhere to the Conflict of Interest Policy for Advisory Committees, approved by Council on May 28, 2003. All members shall annually review and complete the agreement and signature form attached to the policy. Signature forms are to be returned to the Committee Clerk for safe keeping.
Members are expected to undertake their responsibilities on an impartial and objective basis. Any member whose financial interests could be in conflict with the interests of the Region is obliged to disclose same at the meeting. Members will not participate in any decision or recommendation in which they or their immediate family has any financial interest except in common with residents of the municipality.
To: Chair Jim Wideman and Members of the Planning and Works Committee  
From: Patrick Fisher, Principal Planner  
Colleen Cooper, Public Health Nurse  
Ashfaq Rauf, Engineering Technologist  
Subject: Thumbs Up Waterloo Region!  
File No: D10-70

During Bike Month in June, the Region of Waterloo is partnering with the City of Cambridge, the City of Kitchener, the City Waterloo, Waterloo Cycling Club, and the Ontario Ministry of Transportation to conduct a cycling safety campaign called Thumbs Up Waterloo Region. The campaign is directed to both cyclists and car drivers. With more and more cyclists on the road each year, this campaign reminds us all to share the road and give each other a Thumbs Up. – working together we can make the road experience a good one for everyone.

The Thumbs Up Waterloo Region campaign includes four elements:

1. Radio advertisements that will run for six weeks on CHYM FM and 570 NEWS in May, June and July;  
2. A special insert in the Record to be distributed on June 6, 2014 focused on cycling in Waterloo Region;  
3. A social media campaign including: weekly prizes, giveaways and guest blogs.

The Thumbs Up Waterloo Region campaign provides tips for drivers. Drivers are encouraged to change lanes to pass a cyclist just as you would for any other vehicle and to check for cyclists before turning right or left. It also provides tips for cyclists. They
are encouraged to be predictable – by riding on the right side of the road with the flow of traffic about one meter out from the curb and to be visible by wearing reflective clothing and using lights.

This campaign is timed to coincide with many other Bike Month activities including bike festivals, open streets, bike to work breakfasts, a cycling forum and weekly rides. A calendar of events is available at www.regionofwaterloo.ca/travelwiseevents.

The Thumbs Up Waterloo Region campaign provides the Region and each of the Cities an opportunity to highlight local cycling events throughout Bike Month as well as raise awareness of planned and existing improvements in on-road and off-road cycling infrastructure in Waterloo region.

The campaign includes over $40,000 in cash and in kind contributions between the Region of Waterloo, the City of Cambridge, the City of Kitchener, the City of Waterloo. The Ministry of Transportation Ontario has provided $15,000 in funding to support the project and the Waterloo Cycling Club is managing the funds. For more information on the Waterloo Region Thumbs Up campaign, please contact the Region of Waterloo representatives on the project Colleen Cooper ccooper@regionofwaterloo.ca (519-575-4757 x7881), Patrick Fisher pfisher@regionofwaterloo.ca (519-575-4019) or Ashfaq Rauf arauf@regionofwaterloo.ca (519-575-4520).
Region of Waterloo
Planning Housing and Community Services
Community Planning

To: Chair Jim Wideman and Members of the Planning and Works Committee
Date: April 29, 2014

File Code: D10-40

Subject: Regional Transit Supportive Strategy for the City of Cambridge – Proposed 2014 Implementation Plan

Recommendation:

That the Regional Municipality of Waterloo approve the new projects included in the 2014 Implementation Plan for the Transit Supportive Strategy to enhance transit ridership in the City of Cambridge, as described in Report No. P-14-051, dated April 29, 2014 and summarized in Attachment D.

That the Regional Municipality of Waterloo endorse Concept B for the detailed design of Ainslie Street Terminal landscaping and pedestrian improvements and their implementation.

Summary:

As part of its multi-phased plan to implement rapid transit in Waterloo Region, Regional Council approved the allocation of $1,000,000 annually for a 10-year period to implement transit-supportive strategies in the Central Transit Corridor in Cambridge that enhance transit ridership and encourage transit-oriented development (please see Report E-11-072). The ultimate goal is to advance the construction of Light Rail Transit in Cambridge by supporting increasing transit ridership in the Central Transit Corridor. To implement the strategy, the Transit Supportive Strategy Working Group, which includes senior management representatives from the City of Cambridge, collectively prepare annual implementation plans with a list of transit-supportive projects for Regional Council’s consideration. City of Cambridge staff support the projects identified in the 2014 Implementation Plan as outlined in Report P-14-051.

The proposed 2014 Implementation Plan includes four new proposed projects and several carryover items that were approved by Regional Council in the 2012 and 2013 implementation plans. The four new transit-supportive projects recommended by City and Regional staff for the 2014 Implementation Plan are:
- a two-year Neighbourhood Individualized Marketing campaign in ION adaptive Bus Rapid Transit (aBRT) station areas and along the Maple Grove iXpress route;
- the detailed design of Phase One and Phase Two enhancements to the Ainslie Street Transit Terminal and surrounding area;
- a two-year pilot project starting in 2014 to encourage Cambridge businesses to join the TravelWise Transportation Management Association by providing free memberships for up to two years; and
- the preparation of the terms of reference for the Groff Mill Creek Watershed Plan to establish two-zone floodplain policies to support transit-oriented development between Groff Mill Creek and the Hespeler Road. Preparation and completion of the study will take place in 2015.

The carryover projects from previous implementation plans include:
- the GO Train Feasibility Study;
- the Conestoga College Transit Pass discount;
- the installation of priority sidewalks in the L.G. Lovell Industrial Park and the installation of 30 transit shelters over three years in addition to those already warranted in the annual bus stop improvement program; and
- the implementation of the Maple Grove iXpress service.

Report:

On June 15, 2011, Regional Council approved Light Rail Transit (LRT) as the preferred technology for the Region of Waterloo’s Rapid Transit system connecting Waterloo, Kitchener and Cambridge. The Region’s ultimate goal is to implement a full LRT system along the Central Transit Corridor between Ainslie Street Terminal in Cambridge and Conestoga Mall in Waterloo, but a phased implementation was endorsed by Regional Council to reflect differences in transit ridership, development potential, and capital and operating costs along the route.

To advance the implementation of LRT in Cambridge, Regional Council approved the allocation of $1,000,000 annually for a 10-year period to implement transit-supportive strategies in the Central Transit Corridor in Cambridge that enhance transit ridership and encourage transit-oriented development (please see Report E-11-072). The resulting Transit Supportive Strategy for the City of Cambridge is a series of projects approved by Regional Council that are undertaken by either the Region and/or the City of Cambridge during the 10-year term of the transit-supportive funding. The Transit Supportive Strategy Working Group, which includes both City and Regional staff, collectively prepares a proposed list of projects and associated budgetary estimates in annual implementation plans for Regional Council’s consideration.

In February 2012, Regional Council approved the first Implementation Plan for the Transit Supportive Strategy with five transit-supportive projects. Through this Report, Council also authorized unspent funds to be carried over in a capital fund for future initiatives, including up to three years of funding for new transit service if no other, more appropriate, budget source exists (please see Report P-12-023/E-12-028).

The 2012 Implementation Plan included funding for $760,000 in major capital installations associated with the City of Cambridge Core Areas Parking Master Plan. However, during the communication phase of the Core Area Parking Master Plan the public opposed the
plan and the City of Cambridge cancelled its implementation on November 12, 2012. The unspent funds for this project were carried over in a capital fund along with funds approved for other projects that were still in the planning phase.

Regional Council approved a seven project Implementation Plan in June 2013. Three of the seven projects were approved in 2012, including: the installation of 30 transit shelters in addition to those already warranted in the annual bus stop improvement program; a feasibility study for pedestrian improvements to the Ainslie Street Terminal; and funding for a Transportation Demand Management Planner at the City of Cambridge. Another four projects were recommended and subsequently approved by Regional Council, including: the GO Train to Cambridge Feasibility Study; the Conestoga College Transit Pass discount; the installation of priority sidewalk sections in the L.G. Lovell Industrial Park; and the implementation of transit route enhancements such as the Maple Grove iXpress.

**Proposed 2014 Implementation Plan**

The proposed 2014 Implementation Plan includes four new proposed projects and five carryover projects that were approved by Regional Council in the 2012 and 2013 implementation plans. Several of the projects included in the 2014 Implementation Plan respond to the community building initiatives identified in the Community Building Strategy in the City of Cambridge. The Community Building Strategy (CBS) for Waterloo Region’s Central Transit Corridor was developed in partnership with the Cities of Cambridge, Kitchener and Waterloo and provides a framework to guide growth around the 20 new ION rapid transit stations to support increased transit ridership in the Central Transit Corridor. Other projects included the 2014 Implementation Plan respond directly to public feedback gathered through surveys, stakeholder workshops and TravelWise led focus groups. All of the recommended projects have been developed with City of Cambridge staff. Following Regional Council’s consideration of this report, City of Cambridge staff will prepare a report for information to Cambridge Council.

**New projects proposed by the Transit Supportive Strategy Working Group for the 2014 Implementation Plan, Include:**

1. A two-year Neighbourhood Individualized Marketing campaign in ION aBRT station areas and along the 203 Maple Grove iXpress route;

   Over the past 8 years, Transportation Demand Management planners at the Region of Waterloo have conducted Individualized Marketing (IM) programs to systematically encourage a shift towards sustainable transportation. The first IM conducted in 2006 by the Region was used to build iXpress ridership in downtown Cambridge.

   Municipalities, such as Portland Oregon, that have invested resources in transit-specific IM campaigns have measured considerable increases in transit ridership. Successes in Portland have included reductions in single-occupant vehicle use (between 8 and 12 percent) and increases in transit ridership.

   To support the launch of ION aBRT in 2015, the Transit Supportive Strategy Working Group recommends that a transit focused IM campaign be considered as part of the 2014 Implementation Plan. Working in partnership with the new Transportation Demand Management Planner at the City of Cambridge, GRT Marketing and Rapid Transit, the campaign can focus on delivering rapid transit and GRT information directly to interested
residents. Planning and product development is estimated to cost $40,000 in 2014 and implementation is estimated to cost $70,000 in 2015. This is in addition to the free transit Fridays being offered by GRT May 2 through August 29, 2014.

2. The detailed design of Phase One and Phase Two enhancements to the Ainslie Street Transit Terminal and surrounding area;

As part of the 2013 Implementation Plan for the Transit Supportive Strategy, the Region and the City of Cambridge completed a feasibility study with GSP Group and Robertson Simmons Architects recommending design changes for the Terminal with the ultimate goal of increasing transit ridership and creating a more comfortable place for people (see Attachment A). The CBS has also recommended implementing design changes at the Ainslie Street Terminal so that it is more enjoyable for users and integrates better with downtown Cambridge (CBS initiative number 1).

A list of priorities was developed with feedback from 100 transit riders who participated in a survey at the Ainslie Street Terminal, a Public Consultation Centre held at Cambridge City Hall, and five stakeholder meetings held with representatives from Waterloo Regional Police, Grand River Transit operations and drivers, the CNIB (formerly known as the Canadian National Institute for the Blind) and neighbouring property owners. Using these priorities, two design concepts were developed for a Public Information Centre that was held at Cambridge City Hall on February 27, 2014 (see Report P-14-017).

The two design concepts contain several consistent elements, including: new landscaping and streetscaping to give the terminal a softer and greener presence on Ainslie Street; additional shelters and seating to improve passenger comfort; and better pedestrian connections into and through the terminal site (see Attachment A). The primary difference between the two concepts is with respect to the Terminal building and transit operations. For instance, the second concept (Concept B) includes a new Terminal building with a glass façade, as well as bus operational changes at the front of the Terminal to facilitate two-way bus movements and additional bus platforms facing Ainslie Street.

The participants at the Public Information Centre were encouraged to leave comments on their favourite design, identify the design changes they liked the best and the changes they considered to be the highest priority. The comments the Region received were very positive, with participants favouring Concept B which was considered by participants to be the longer-term solution that better integrates with Phase 2 Light Rail Transit.

The Transit Supportive Strategy Working Group also prefers Concept B and developed a three phase plan for its implementation (see Attachment A). The first phase includes high priority pedestrian improvements, including the installation of sidewalks from Wellington Street to the Terminal and improved pedestrian crosswalks at all Terminal entrances. The first phase also includes landscaping and streetscaping improvements on Ainslie Street. The second phase consists of a new storm water management and landscaping feature with a wall for seating and public art in the main Terminal plaza. Finally, the third phase is planned to accommodate ION LRT with the potential for a new modern Terminal building, additional landscaping and bus bays adjacent to Ainslie Street.

Pending Regional Council’s approval of the 2014 Implementation Plan, the Transit Supportive Strategy Working Group recommends that the first two phases of Concept B
move forward to detailed design and that phase one design enhancements be implemented in 2015 (see Attachment A). The estimated cost for this additional design work is $47,500 and would be funded by the Transit Supportive Strategy for Cambridge. Implementing the phase one design enhancements, which includes streetscaping and landscaping improvements on Ainslie Street and pedestrian crosswalk improvements at all three Terminal entrances, is estimated to cost $540,000. Phase two, which includes landscaping, seating, shelters and public art on the Terminal plaza, could be considered as part of a future Implementation Plan subject to Regional Council approval. There is no funding source for the third phase of the Ainslie Street Terminal enhancements, which could include significant changes to transit operations and the terminal building. Subject to Regional Council approval, it is expected that additional sources of funding would be required to design and implement these changes at a later date.

3. A two-year pilot project to encourage Cambridge businesses to join the TravelWise Transportation Management Association by providing free membership for up to two years;

To help establish priorities for the Transit Supportive Strategy, the Region prepared and conducted an in-depth survey with employees in the L.G. Lovell Industrial Park to determine the reasons why they do or do not ride transit. The Region received responses from over 400 employees and conducted two focus groups to further investigate opportunities to encourage transit ridership in Cambridge. One finding from the focus groups was that the majority of participants believe monthly transit passes are too expensive and thought that discounted transit passes would encourage more people to ride transit.

Discounted transit passes are available through the TravelWise Transportation Management Association (TravelWise@Work) at the 23 member organizations. Managers at five companies in the L.G. Lovell Industrial Park expressed interest in joining TravelWise@Work, but would like an opportunity to test the program to see if they can build interest in sustainable commuting amongst their employees. Currently the City of Cambridge is the only TravelWise@Work member in Cambridge.

To encourage more businesses in Cambridge to join TravelWise@Work, the Transit Supportive Strategy Working Group recommends a two-year pilot project to provide interested businesses in Cambridge with free memberships to TravelWise@Work for up to two years. The estimated cost of this initiative is $6,000 in 2014 and up to $30,000 in 2015. TravelWise meetings hosted by the City of Cambridge will be used to build support for the pilot program and to encourage businesses to join. This initiative will focus specifically on the L.G. Lovell Industrial Park and the Boxwood employment area.

4. Preparation of the terms of reference for the Groff Mill Creek Watershed Plan to establish two-zone floodplain policies to support transit-oriented development between Groff Mill Creek and the Hespeler Road. Preparation and completion of the study will take place in 2015.

Groff Mill Creek is a tributary of the Grand River that runs parallel to and west of Hespeler Road. It is a highly urbanized creek and drains a large portion of the Hespeler Commercial and Industrial area. The extent of the flood plain currently restricts opportunities for mixed-
use intensification west of Hespeler Road. To address this, the Groff Mill Creek Watershed Plan would evaluate potential for applying a Two-zone Flood Policy in the area, which would support intensification west of Hespeler Road (please see Attachment C for a map of the Groff Mill Creek Watershed Plan Study Area).

The large land holdings, existing mix of uses and open space in the study area create the potential for a significant amount of new development that could transform Hespeler Road into a high density mixed-use centre that supports increased transit ridership in the Central Transit Corridor. The opportunity exists to explore the re-naturalization of Groff Mill Creek to control flooding and to create an improved setting for new developments. The Groff Mill Creek Watershed Plan is consistent with the CBS, which recommends that a new mixed-use urban centre be developed along Hespeler Road in the area around the Dumfries Conservation Area (CBS initiative number 10).

Projects carried over from the 2012 and 2013 implementation plans, include:

1. Installation of 30 transit shelters over 3 years in addition to those already warranted in the annual bus stop improvement program or planned with road reconstruction projects;

On July 11, 2013, the Region conducted two focus groups to further investigate opportunities to encourage transit ridership in the L.G. Lovell Industrial Park. The participants recommended installation of transit stop amenities such as shelters, lighting and schedule information to encourage transit use. To address the need for transit shelters to encourage ridership, Regional Council approved the installation of 30 additional shelters along various routes in Cambridge in the 2012 Implementation Plan to respond to resident requests and to support ridership in the Central Transit Corridor. It was recommended that the implementation these shelters be phased in over a three year period, with 10 shelters constructed per year at a cost of $130,000 in 2012, $133,000 in 2013 and $136,000 in year 2014.

In spring 2012, the decision was made to delay installation of the Transit Supportive Strategy bus shelter pads until 2013 because the price quotes received for the new pads were considerably higher than quotes received in previous years. By waiting to include both the 2012 and 2013 pads in Design and Construction’s 2013 contract tender, Grand River Transit was able to secure a contract for 22 shelter pads for $260,000.

Despite efforts to prioritize the construction of these shelter pads they were not constructed in 2013 as planned. The contractor encountered weather, engineering, and permitting delays throughout the construction season. All locations not constructed as planned in 2013 will be completed in 2014 at the 2013 price, including six transit pads and shelters in the L.G. Lovell Industrial Park. Planning is currently underway to install the remaining 10 shelters approved for 2014 in the 2012 Implementation Plan.

2. Installation of priority sidewalk sections in the L.G. Lovell Industrial Park to connect transit stops with nearby employers;

Employees who participated in the TravelWise survey and focus groups in the L.G. Lovell Industrial Park consistently identified sidewalks as a priority project for supporting greater
transit ridership in employment areas. Using Grand River Transit ridership data and information gathered through the survey, approximately 950 metres of high priority sidewalks were identified in seven industrial park locations. These sidewalk sections will connect improved transit stops to existing sidewalks and major employers. In the 2013 Implementation Plan, $260,000 was approved to install sidewalks on both City and Regional roads in the L.G. Lovell Industrial Park. Due to weather and scheduling delays in 2013, the sidewalk segments and associated transit pads will be installed in spring 2014.

3. Funding for a Transportation Demand Management Coordinator/Station Area Planner in the City of Cambridge;

The 2013 Implementation Plan included three years of funding for a Transportation Demand Management professional to work with City and Regional staff to further develop, implement, monitor and report on the Transit Supportive Strategy, and to support station area planning at the City of Cambridge. The total three year cost of this position is approximately $270,000 including wages and benefits. The City posted for this new position in April 2014.

4. Implementation of the 203 Maple Grove iXpress;

The highest priority improvement recommended by employees in the L.G. Lovell Industrial Park was to improve transit service in employment areas. To generate additional ridership in the Central Transit Corridor and to improve connections to ION aBRT stations, the 2013 Implementation Plan provided three years of funding to accelerate the introduction of the new 203 Maple Grove iXpress (please see the 203 iXpress route map in Attachment 'B'). The 203 iXpress replaces the section of Route 53 north of Bishop Street and adds express service on Maple Grove Road to serve the Cambridge Business Park, the L.G. Lovell Industrial Park, the Boxwood Industrial Park and the East Side Lands, as well as several residential, commercial and institutional districts in Cambridge, including Conestoga College. Route 53 will continue to operate from Cambridge Centre to Ainslie Street Terminal via Franklin Boulevard, allowing direct connections to aBRT at both locations.

The 203 iXpress is similar to the Mid-Region iXpress proposed for 2017 in the GRT Business Plan. The accelerated service along Maple Grove Road will help build ridership by supporting sustainable commuting patterns as the East Side Lands and surrounding areas grow, rather than trying to influence travel behaviour after the area is established. Other advantages to implementing the 203 iXpress three years early include:

- Direct access to the Cambridge Centre ION aBRT station from the Franklin Street corridor and the Eastern Industrial Park;
- New service on Bishop Street North in the L.G. Lovell Industrial Park;
- Direct access to St. Benedict High School for students in Hespeler;
- Reduced travel time between Kitchener and Hespeler;
- Streamlined local transit network in Hespeler;
- Evening service to the Cambridge Business Park to improve convenience for people working later shifts;
- Reduced travel times for Hespeler residents connecting to GO transit at the Sportsworld Drive stop; and
- A faster transit option to Conestoga College for the approximately 250 college
students currently living in Hespeler.

Optimizing Route 53 and accelerating the introduction of the 203 iXpress will cost approximately $484,400 in 2014, $692,500 in 2015, $715,000 in 2016, and $488,000 in 2017. In September 2017, it is expected that the cost of the 203 iXpress will be absorbed by the Regional Transportation Master Plan Reserve Fund.

5. Conestoga College Transit Pass Discount;

In September 2013, the Region began offering Conestoga College students a further 15 percent discount on their semester transit passes as approved in the 2013 Implementation Plan. For September 1, 2014, the semester price of a four month Conestoga College semester pass will be $218 compared to $257 without the Transit Supportive Strategy discount. During the 2013-2014 school year, 4,556 semester passes were sold with $163,784 of discount funding provided by the Transit Supportive Strategy. The discount is planned until the end of 2015 and the 2013 Implementation Plan included $208,000 for the 2014-2015 school year and $137,000 for the fall 2015 semester. Prior to the end of the program, staff will initiate discussions with Conestoga College students and administration regarding continuation of the discount program and potential for a UPASS program in 2016.

Area Municipal Consultation and Concurrence

The 2014 Implementation Plan was collaboratively developed by staff of the City of Cambridge and the Region of Waterloo. Given the various interests involved and the multi-disciplinary nature of the exercise, several different departments at both the City and Region have been involved as required. Representation from the City of Cambridge has included senior staff from Planning Services as well as from Transportation and Public Works and they concur with details of this report.

Corporate Strategic Plan:

The Regional Transit Supportive Strategy for the City of Cambridge is intended to develop greater, more sustainable and safe transportation choices (Focus Area 3: Sustainable Transportation). The strategy also helps to manage growth by fostering thriving and productive urban communities along the Central Transit Corridor in Cambridge (Focus Area 2: Growth Management and Prosperity).

Financial Implications

The Transit Supportive Strategy for Cambridge was identified as part of the Preferred Rapid Transit System Implementation Option and Staging Plan approved June 15, 2011, including an allocation of $1,000,000 annually, for an initial 10-year period, subject to budget approval (see Report E-11-072).

Other Department Consultations/Concurrence:

Staff from Planning, Housing and Community Services, Transportation and Environmental Services, Corporate Resources (Legal) and Finance, Grand River Transit and the Rapid Transit continue to be involved with the development, implementation and monitoring of
the Transit Supportive Strategy for Cambridge.

**Attachments:**

Attachment A – Ainslie Street Transit Terminal Recommended Design Enhancements, Concept B and Concept B Phasing Plan
Attachment B – Route 203 iXpress Routing and Stop Locations
Attachment C – Map of the Groff Mill Creek Watershed Plan Study Area
Attachment D – 2014 Implementation Plan and Transit Supportive Strategy Financial Summary

**Prepared By:** John Hill, Principal Planner, Community Planning

**Approved By:** Rob Horne, Commissioner, Planning Housing and Community Services
Attachment A – Ainslie Street Terminal Design Enhancements Feasibility Study, Concept B

List of improvements
- New bus shelters including signage
- New plaza area
  - Planting
  - Storm water infiltration planters
  - Link wall shade
  - New smoking area
- Building renovation - new front portion
  - Bikes racks
  - Overhead structure with heated enclosures
  - Extended front island
  - 3 Additional benches
  - New kiss and ride area
  - Planting
  - Shafts
  - Retaining wall enhancements
    - New facade treatments - limestone
    - Planting strip for vines
    - New sidewalk from Wellington Street
  - 2 eBRT stops with new shelter
  - New lighting throughout
  - New mailbox system
  - Interpretive signage
    - Storm water management
    - Transit history
    - Three bridges of Cambridge

Examples from other communities
- Infiltration features
- Green wall - vines
- Vertical infiltration features
- Glass heated enclosure
Attachment B

Route 203 iXpress Routing and Stop Locations

Legend
- 203 Maple Grove iXpress
- Route 203 Stops
- Connections to 200 iXpress/GO Transit

- Service Extension from Sportsworld to Conestoga College campuses effective September 2014
- Service from Cambridge Centre to Sportsworld effective April 2014
Attachment D

2014 Implementation Plan and Transit Supportive Strategy Financial Summary

The following table provides a summary of the budget for the Transit Supportive Strategy for Cambridge, including recommendations and budget estimates for 2014 and 2015.

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<th>Year</th>
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<th>Project</th>
<th>Project Budget</th>
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**Proposed** $2,839,452

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Region of Waterloo  
Planning, Housing and Community Services  
Transportation Planning  

To: Chair Jim Wideman and Members of the Planning and Works Committee  
Date: April 29, 2014  
File Code: D28-50(A)  
Subject: 2014 Transit Service Changes Update  

Recommendation:  
For information.  

Summary:  
This report provides an update on the implementation of the Grand River Transit (GRT) service changes approved in the 2014 Regional Budget including:  

- aBRT enhancements to 200 iXpress in the Central Transit Corridor between Sportsworld and Ainslie Street Terminal,  
- New 203 Maple Grove iXpress to continue the restructuring of the Regional transit network towards faster and more frequent service integrated with ION,  
- Restructuring of several routes in order to gain efficiencies by better matching the amount of service provided in an area to the ridership potential, and  
- Frequency and level of service reductions during lower ridership time periods on several routes throughout the Region in order to achieve cost savings.  

Following approval of the budget, staff undertook a customer communication and consultation process. Riders were asked to provide input when options were available for the implementation of the approved route changes. Riders were notified of the approved service reductions, which were identified to achieve cost savings. The majority of public comments were received through an online questionnaire which was available at the GRT website available to the public for only a limited period due to a short lead time to complete the implementation of the service changes. Comments were received from over 225 individuals, and staff followed up on major concerns by meeting with stakeholders.
Concerns with increased walk distances for seniors lead to meetings with residents of 9-10 Westgate Court, Jacob Hespeler Lodge and Saint Luke’s Place in Cambridge. The additional walk distance to a bus stop for residents of Westgate Court is approximately 150 metres for a total walk of 290 metres. Residents of Jacob Hespeler Lodge will have an additional 270 metre walk to the closest bus stop for a total of 600 metres. There is no additional walk to a bus stop for residents of St. Luke’s Place.

Staff acknowledge that the additional walk including uphill to the bus stops is challenging for some residents. Residents were informed of the eligibility process for MobilityPLUS which provides door to door service and access to discount taxi fares and the Community Support Connections which for a small fee provides door to door transportation service.

Regional and City of Kitchener staff have also been working towards the implementation of a sidewalk on Guelph Street in order to facilitate access to Route 6 on Lancaster Street as a result of the elimination of Route 18 Guelph Street, which had previously served users of the House of Friendship Emergency Food Hamper Program.

Following the April 28 implementation of service changes, major next steps include:

- The new 203 Maple Grove iXpress will be promoted with Free Friday fares between May 1 and August 29,
- Staff will work on improvements such as concrete pads, shelters and benches to bus stops which will serve as the closest alternative to cancelled or restructured service,
- Staff will explore opportunities with Grand River Car Share to meet some of the travel needs of residents,
- Staff will work with City of Kitchener staff to construct a sidewalk on Guelph Street between Lancaster Street and Clifton Road,
- Implement fall 2014 service changes including the addition of aBRT stations, the extension of 203 Maple Grove iXpress to Conestoga College, and the extension of Route 23 Idlewood to Fairview Park Mall during weekday midday and evening periods.

On an annual basis, the proposed service improvements are projected to increase rides by 355,000 and the proposed restructuring/reductions are proposed to decrease rides by 75,000 for a net impact of 280,000 additional rides.

Report:

This report provides an update on the implementation of the Grand River Transit (GRT) service changes approved in the 2014 Regional Budget.

Major service improvements in 2014 as illustrated in Attachment 1 include the beginning of the phased implementation of aBRT and the new 203 Maple Grove iXpress. In addition to the existing 200 iXpress stations, new enhanced aBRT stations will be added...
in 2014 and early 2015 at Sportsworld, Pinebush/Eagle, Can-Amera and Delta. Additionally, the GRT terminal located at the Cambridge Centre on Dunbar Road will be relocated to the front of the mall adjacent to the aBRT station on Hespeler Road.

The implementation of the new 203 Maple Grove iXpress was advanced from 2017 (as identified in the GRT Business Plan) to April 28, 2014. The new iXpress will initially travel between the Cambridge Centre and Sportsworld, and in September 2014 will be extended to Conestoga College via Highway 401. The 203 Maple Grove iXpress continues the restructuring of the Regional transit network towards faster and more frequent service integrated with ION.

In addition to service improvements, the 2014 Regional Budget includes $1.2 million in costs savings achieved through service efficiencies, route restructuring and service level reductions. Attachment 2 illustrates routes subject to restructuring. Attachment 3 illustrates routes subject to service level reduction.

Service reductions and efficiencies were identified using service utilization standards that establish minimum thresholds for route performance based on passenger boardings per service hour.

Low ridership routes were identified for restructuring in the north Waterloo industrial area, Guelph Street area in north Kitchener and in Hespeler. The restructuring of these routes results in efficiencies by better matching the amount of service provided in an area to the ridership potential.

Routes throughout the Region with ridership below minimum performance targets, as well as some which exceed minimum targets were identified for frequency or hours of service reductions in order to achieve the required budget savings. The details of the service level reductions for each route are illustrated in Attachments 4 and 5.

Some of these service changes took effect April 28, 2014 and others will take effect June 23, 2014.

Historically, annual transit service improvement plans are implemented in September with public consultation occurring twice, in the fall of the previous year and winter/spring of the current year. Public consultation typically occurs at facilities such as a school or church in the affected neighbourhood. Project teams including regional/local staff and councillors are established to guide the process. Council approvals are required in April/May.

Every second year, the implementation of an iXpress corridor involves the restructuring of local routes serving adjacent neighbourhoods. The streamlining of local routes results in efficiencies by reallocating buses and service hours from existing routes to the new and improved route structure.

In order to achieve the required budget savings in 2014, service changes were advanced to April from September. This constrained the time available for public consultation within the affected neighbourhoods and project teams were not established. Where route options were available, public feedback was requested on-line and through surveys distributed on buses.
Subsequent meetings requested by stakeholders were held at several locations in Cambridge and one in Kitchener to explain the route restructuring and service level reduction as described below.

**Communication and Consultation Plan**

Riders were asked to provide input when options were available for the implementation of the approved route changes. Riders were notified of the approved service reductions identified to achieve cost savings. Between November 20, 2013 and February 13, 2014, comments with the following key themes were received from over 225 individuals:

- Concern with increased walk distances to access transit,
- Requests for additional route alternatives to be considered,
- Route restructuring will improve convenience for some riders,
- Detailed scheduling concerns,
- Trips to specific destinations to become less convenient to make by transit,
- Requests for level of service improvement,
- Support for introduction of 203 iXpress.

The service changes were initially published through a Budget Information Paper made available prior to the November 20, 2013, Budget Committee Public Input Session. Prior to approval of the budget on January 15, 2014, the opportunity for public input into the changes and reductions was provided at the Budget Committee Public Input Sessions on December 11, 2013 and January 7, 2014.

The majority of public comments were received following the approval of the budget once staff developed an online questionnaire which was available at the GRT website to collect input on the route changes. The questionnaire was available to the public between January 27 and February 13, 2014. The consultation period was limited in duration in order to provide adequate lead time to complete the implementation plan before the April 28, 2014 service change date. Attachment 6 provides details on the various ways the questionnaire was advertised.

The questionnaire to collect input on the route changes also informed customers of the approved service reductions, which were published on the GRT website on January 16, 2014 and updated on February 12, 2014 following confirmation of individual trip cancellations. The GRT website was updated on March 18 to include descriptions of the finalized route changes determined after staff reviewed public input. Riders were also be informed of the service changes through regular GRT communications described in Attachment 7.

**Public Comments on Service Reductions and Route Restructuring**

Detailed public comments with a staff response are provided for reference in Attachment 8. Staff also met with specific stakeholders who expressed concerns with the service changes as described below:
**Route 57 midday service elimination**

Effective April 28, 2014, ten trips on Route 57 Blair Road have been cancelled between 9:45 AM and 2:45 PM on weekdays due to low ridership. This service change is expected to provide approximately $66,000 in savings in 2014 and $97,000 annually. Service remains available between 6:00 AM and 9:45 AM as well as 2:45 PM and 6:45 PM on weekdays, and between 6:45 AM and 6:45 PM on Saturdays. No service is currently provided on Sundays or Holidays.

Staff met with residents of 9-10 Westgate Court on March 7, 2014. The residents, primarily seniors, expressed concern with the additional walk that they would incur with the elimination of midday service on Route 57. As illustrated by Attachment 9, during the midday the closest bus stop is now a Route 62 Woodside stop located on Hillcrest Drive at Churchill Drive. This bus stop is 290 metres from Westgate Court, an additional 150 metre walk for Westgate Court residents. Staff acknowledged that the walk to the Churchill Drive bus stop is uphill and noted that improvements to the stop including concrete pad, bench and shelter would be explored.

Residents also expressed concern with how they would get to the Queen’s Square Library during the midday. They now must take either Route 62 Woodside or Route 55 St. Andrews to the Ainslie Street Terminal and then walk approximately 500 metres to the Queen’s Square Library.

Attachment 9 illustrates passenger boardings and alightings at each Route 57 bus stop during the midday. These Route 57 passengers are now required to access either Route 62 or Route 55 during the midday.

Staff explained to residents why the various alternatives to the elimination of Route 57 midday service would not be feasible:

a) Extending a nearby alternative route to cover some of the Route 57 service area would negatively affect schedule reliability and transfer connections,

b) Adding single trips to serve Queen’s Square Library and 9-10 Westgate Court at certain times requires additional operating costs,

c) Reducing midday service from 30 minute to 60 minutes on a more productive route in Galt to provide a 60 minute midday service (rather than elimination of midday service) on Route 57 would have a greater negative impact on ridership,

d) Using a smaller bus, like a BusPlus service to provide midday service on Route 57 would increase operating costs.

**Hespeler Route Restructuring**

Effective April 28, 2014, Route 66 Winston was discontinued. Route 71 Melran (renamed as Route 51B) has been restructured in conjunction with the introduction of 203 Maple Grove iXpress to provide service to some sections of Route 66. The 203 Maple Grove iXpress will initially provide service only on weekdays between 6:00 AM and 10:30 PM. Route 65 has been renamed as Route 51A. A weekend-only
modification to Route 65 which provides transit service on Franklin Boulevard between Rife Avenue and Winston Boulevard is named Route 51C. These route changes are illustrated in Attachment 10. The cancellation of Route 66 is expected to provide approximately $134,000 savings in 2014 and $227,000 annually.

Residents of Jacob Hespeler Lodge (70 Mulberry Drive), primarily seniors, who were formerly served by Route 71 bus stops on Rife Avenue and Kribs Street, expressed concern with the discontinuation of service on Rife Avenue. Staff met at the Jacob Hespeler Lodge on March 18, 2014 and received a petition signed by 36 residents of 70 Mulberry Drive opposed to the Route 71 change.

The walk between the Jacob Hespeler Lodge and bus stops on Rife Avenue is approximately 330 metres. As illustrated by Attachment 11, residents now have to walk approximately 600 metres to a 203 iXpress stop on Franklin Boulevard or 680 metres to a Route 71 stop on Cooper Street. It is acknowledged that the walk is uphill.

Approximately, 11 passengers board and 8 alight at the two stop on Rife Avenue daily. The advantage to using the new 203 iXpress, despite the longer and more difficult walk, is more direct, faster access from Hespeler to destinations such as Cambridge Centre, Sportsworld Crossing and access to the 200 iXpress at Sportsworld.

At the meeting, staff explained other route options that were evaluated but not pursued because they would have eliminated service where ridership is higher and would have removed service from the Johnson Centre on Cooper Street and the commercial area at Townline Road and Jamieson Parkway.

Staff discussed that some residents may be eligible for MobilityPLUS or can use Community Support Connections which for a small fee provides door to door transportation service. As well, staff will explore the potential to improve the passenger waiting environment at the Franklin Boulevard and Cooper Street bus stops.

Staff also met with residents of Saint Luke’s Place (1624 Franklin Boulevard) on March 27. Residents of Saint Luke’s Place have expressed concerns, including via a letter from their CEO, that the bus stops adjacent to their property are being relocated. Staff clarified that the bus stops in front of Saint Luke’s Place would not be relocated but will be served by the 203 iXpress rather than Route 71 which historically served the stop. This admittedly will affect existing travels pattern however access to some destinations for Saint Luke’s Place residents will be improved considerably.

Concerns from the public were raised that the 203 iXpress would not provide a direct connection between Franklin Boulevard and the businesses along Holiday Inn Drive on weekdays. It was clarified that riders will have the option of transferring from 203 iXpress to Route 71 (now named 51B) at Franklin Boulevard and Holiday Inn Drive to access shopping on Holiday Inn Drive. The 203 iXpress also provides direct access on weekdays to new destinations such as Sportsworld Crossing, the Cambridge Centre, and connections to the 200 iXpress. On weekends, the modified weekend-only routing for Route 65 (named Route 51C) will connect Saint Luke’s Place with commercial activities along Holiday Drive Inn.
To assist residents with understanding the new service, staff will produce a poster-size bus schedule specific to St. Lukes to be posted at the facility and will visit on-site to provided personal trip planning.

**Elimination of service on Guelph Street**

Effective April 28, Route 18 Guelph Street has been discontinued and Route 4 Glasgow has been restructured to provide service to some sections of Route 18 (please see Attachment 12). The cancellation of Route 18 is expected to provide approximately $133,000 savings in 2014 and $195,000 annually.

The former Route 18 stop at the corner of Guelph Street and Clifton Road provided direct access to the House of Friendship Emergency Food Hamper Program located immediately across the street at 807 Guelph Street. On a typical weekday 23 riders board and 17 passengers alight at this stop.

As a result of the cancellation of Route 18 and restructuring of Route 4, the closest available stop to the Guelph Street facility is now an additional 175 metres for a total walk of 265 meters to the Route 6 bus stop located at the corner of Lancaster Street and Guelph Street.

Advantages to using Route 6 include a more direct route to Downtown Kitchener compared to Route 18, and access to the Guelph Street facility for clients from the Waterloo area since Route 6 travels into East Waterloo and to Conestoga Mall.

GRT recognizes that the removal of Route 18 service from Guelph Street resulted a longer walk for individuals using the House of Friendship Emergency Food Hamper Program. Because of this increased walk distance, staff is working with the City of Kitchener to construct a sidewalk along the north side of Guelph Street between Lancaster Street and Clifton Road, thereby completing a missing link.

It is estimated that the cost for the new section of sidewalk is approximately $75,000 and is not currently listed in the City of Kitchener’s sidewalk retrofit program. It is proposed that the Region would finance the cost of constructing the sidewalk in 2014 and the City of Kitchener would reimburse these costs at a future date within the next 3 years. The City of Kitchener would notify area residents of the plan to add the sidewalk and make the necessary arrangements to construct the sidewalk. Staff is also exploring the feasibility of providing a bus shelter at the Route 6 bus stops on Lancaster Street at Guelph Street.

Concerns with changes to the Route 18 and the potential impact on the House of Friendship Emergency Food Hamper program were raised by a local coalition, Alliance Against Poverty. Representatives from that group met in February 2014 with the Regional Chair, Regional Councillor Jane Mitchell and regional staff to discuss the concerns and look for alternative solutions.

GRT staff subsequently discussed with John Neufeld, Executive Director of the House of Friendship, the route change and its impact on the facility at 807 Guelph Street. Mr. Neufeld expressed an understanding of the reasons for the change and the challenges associated with continuing to provide transit service on Guelph Street. It was agreed...
that a sidewalk connection to Lancaster Street would improve pedestrian access between the bus stop and the Guelph Street facility.

Next Steps

Major steps include:

- The new 203 Maple Grove iXpress will be promoted with Free Friday fares between May 1 and August 29,

- Staff will continue to work towards to making improvements to bus stops which will serve as the closest alternative to cancelled or restructured service,

- Construction of sidewalk on Guelph Street between Lancaster Street and Clifton Road,

- Working towards the implementation of fall 2014 service changes including the addition of aBRT stations, the extension of 203 Maple Grove iXpress to Conestoga College, and the extension of Route 23 Idlewood to Fairview Park Mall during weekday midday and evening periods.

Corporate Strategic Plan:

The approved service changes support Council’s Strategic Objective 3.1: Implement a Light Rail Transit System in the Central Transit Corridor fully integrated with an expanded conventional transit system by implementing Strategic Action 3.1.2: Expand the bus network (Conventional Transit) and begin to integrate it with the future Light Rail Transit System.

Financial Implications:

As part of the development of the approved 2014 GRT operating budget, Regional Council approved the implementation of service enhancements to the 200 iXpress route (aBRT implementation) in the Central Transit Corridor, as well as, the introduction of the new 203 Maple Grove iXpress. The net impact of the service changes are expected to generate additional ridership of 1,125 rides per weekday resulting in an increase of 98,000 rides in 2014 or approximately 280,000 rides annually.

During the 2014 budget process, Council also approved a service rationalization strategy which included route restructuring as well as frequency and level of service adjustments to achieve net operating savings of $831,000 in 2014 and $1,172,000 on an annual basis. It is expected that these service changes will result in a loss, on average, of 300 riders per weekday and 430 riders per Saturday.

The overall impact of the service reduction/restructuring combined with the approved service enhancements is a net increase of 1,634 service hours in 2014. On an annual basis, these service changes result in an increase of 11,754 service hours in 2015.

Regional staff and staff from the City of Kitchener are currently negotiating to construct a new sidewalk on the north side of Guelph Street to provide improved access to the
House of Friendship in Kitchener. It is estimated that the cost for the new section of sidewalk is approximately $75,000 and is not currently listed in the City of Kitchener’s sidewalk retrofit program. It is proposed that the Region would finance the cost of constructing the sidewalk in 2014 from the GRT Capital Budget for Transit Infrastructure Improvements (Project 66041) and the City of Kitchener would reimburse these costs at a future date within the next 3 years. Any improvements required to bus stops identified as the closest alternative to cancelled or restructured service will be financed from the 2014 GRT Capital Budget as part of planned Bus Stop Area Improvements (Project 66006) or Bus Shelters (Project 66040), as required.

**Other Department Consultations/Concurrence:**

Staff from Transportation Planning, Transit Services and Rapid Transit are involved in the implementation of the 2014 Grand River Transit service changes.

**Area Municipal Consultation/Coordination**

City of Cambridge Councillor Pam Wolf attended the meeting between Regional staff and residents of 9-10 Westgate Court on March 7, 2014. City of Cambridge Councillors Rick Cowsill and Donna Reid attended the meeting between Regional staff and residents of Jacob Hespeler Lodge on March 18, 2014. Councillor Cowsill, Councillor Reid and Mayor Doug Craig attended the meeting between Regional staff and residents of St. Luke’s Place on March 27, 2014. Regional staff presented the 2014 GRT service plan to City of Cambridge Council on February 24, 2014 in response to resident concerns. City of Cambridge staff was involved in the development of the 2014 Implementation Plan for the Cambridge Transit Supportive Strategy, which included the introduction of the 203 Maple Grove iXpress. Additionally, Regional staff has worked with City of Kitchener staff to determine how the section of sidewalk on Guelph Street between Lancaster Street and Clifton Road could be constructed. City of Waterloo staff will be circulated with this report.

**Attachments:**

- Attachment 1 - GRT Service Improvements
- Attachment 2 - GRT Service Restructuring
- Attachment 3 - GRT Service Reductions
- Attachment 4 - 2014 Route Restructuring and Service Level Reductions
- Attachment 5 - Additional 2014 Service Level Reductions on Routes above Minimum Standard
- Attachment 6 - Actions to Advertise Public Input Questionnaire
- Attachment 7 - Additional GRT Customer Information Sources
- Attachment 8 - Public Comments on Service Reductions and Route Restructuring
- Attachment 9 - Alternative Routes for Residents of Westgate Court
- Attachment 10 - Spring 2014 Hespeler Restructuring
Attachment 11 - Alternative Stops for Residents of Jacob Hespeler Lodge (70 Mulberry Drive)
Attachment 12 - Route 4 and Route 18 Restructuring

**Prepared By:** Reid Fulton, Acting Supervisor, Transit Development

**Approved By:** Rob Horne, Commissioner, Planning, Housing and Community Services
Attachment 1 - GRT Service Improvements

- **Route 23**: Provide midday and evening service to Fairview Park Mall (September 2014)

- **Enhancements to Route 200**: From Fairview Park Mall to Ainslie Street Terminal. Route shifted to Hespeler Road in Cambridge, with additional stops at Delta, Can-Amera and Sportsworld (Fall 2014)

- **New route from Cambridge Centre to Sportsworld via Franklin, Maple Grove** (April 2014; to Conestoga College September 2014)
Attachment 2 - GRT Service Restructuring
Attachment 3 - GRT Service Reductions
**Attachment 4 - 2014 Route Restructuring and Service Level Reductions**

<table>
<thead>
<tr>
<th>Consult Or Inform Riders</th>
<th>Route</th>
<th>Day Type</th>
<th>Effective Date</th>
<th>Schedule Period</th>
<th>Service Change</th>
<th>Service Hours Change in 2014</th>
<th>Annual Service Hours Change</th>
<th>Service Meets Minimum Performance Threshold</th>
<th>Daily Average Boardings</th>
<th>Forecasted Daily Ridership Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inform</td>
<td>2</td>
<td>Saturday</td>
<td>May 3 2014</td>
<td>All</td>
<td>Saturday service discontinued</td>
<td>-364</td>
<td>-541</td>
<td>No 9 (10)</td>
<td>103</td>
<td>-47</td>
</tr>
<tr>
<td>Consult</td>
<td>4</td>
<td>Weekday</td>
<td>Apr 28 2014</td>
<td>All</td>
<td>Modified Route and Schedule to replace Route 18</td>
<td>+992</td>
<td>+1,456</td>
<td>Yes 18 (15/10 see note)</td>
<td>580</td>
<td>+48</td>
</tr>
<tr>
<td>Consult</td>
<td>4</td>
<td>Saturday</td>
<td>May 3 2014</td>
<td>All</td>
<td>Modified Route and Schedule to replace Route 18</td>
<td>+200</td>
<td>+296</td>
<td>Yes 15 (10)</td>
<td>262</td>
<td>+33</td>
</tr>
<tr>
<td>Consult</td>
<td>18</td>
<td>Weekday</td>
<td>Apr 28 2014</td>
<td>All</td>
<td>Route discontinued and replaced with modified Route 4</td>
<td>-2,822</td>
<td>-4,142</td>
<td>No peak, Yes off-peak, 14 (15/10 see note)</td>
<td>246</td>
<td>-92</td>
</tr>
<tr>
<td>Consult</td>
<td>18</td>
<td>Saturday</td>
<td>May 3 2014</td>
<td>All</td>
<td>Route discontinued and replaced</td>
<td>-242</td>
<td>-359</td>
<td>Yes 11 (10)</td>
<td>81</td>
<td>-30</td>
</tr>
<tr>
<td>Consult Or Inform Riders</td>
<td>Route</td>
<td>Day Type</td>
<td>Effective Date</td>
<td>Schedule Period</td>
<td>Service Change</td>
<td>Service Hours Change in 2014</td>
<td>Annual Service Hours Change</td>
<td>Service Meets Minimum Performance Threshold</td>
<td>Daily Average Boardings</td>
<td>Forecasted Daily Ridership Change</td>
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</tr>
<tr>
<td>Consult</td>
<td>14 / 32</td>
<td>Weekday</td>
<td>Apr 28 2014</td>
<td>All</td>
<td>Discontinue Route 32 and modify Route 14 to replace</td>
<td>-1,112</td>
<td>-1,632</td>
<td>Yes 35 (15)</td>
<td>219 (Route 32)</td>
<td>-57</td>
</tr>
<tr>
<td>Inform</td>
<td>65</td>
<td>Saturday</td>
<td>Jun 28 2014</td>
<td>All</td>
<td>Early AM and late evening trips discontinued</td>
<td>-95</td>
<td>-140</td>
<td>No 9 (10)</td>
<td>143</td>
<td>-7</td>
</tr>
<tr>
<td>Consult</td>
<td>66</td>
<td>Weekday</td>
<td>Apr 28 2014</td>
<td>All</td>
<td>Route discontinued and replaced with modified Route 65 &amp; 71</td>
<td>-1,624</td>
<td>-2,680</td>
<td>No 9 (15-10)</td>
<td>130</td>
<td>-58</td>
</tr>
<tr>
<td>Inform</td>
<td>71</td>
<td>Saturday</td>
<td>Jun 28 2014</td>
<td>All</td>
<td>Early AM and late evening trips discontinued</td>
<td>-70</td>
<td>-104</td>
<td>No 9 (10)</td>
<td>150</td>
<td>-6</td>
</tr>
<tr>
<td>Consult Or Inform Riders</td>
<td>Route</td>
<td>Day Type</td>
<td>Effective Date</td>
<td>Schedule Period</td>
<td>Service Change</td>
<td>Service Hours Change in 2014</td>
<td>Annual Service Hours Change</td>
<td>Service Meets Minimum Performance Threshold</td>
<td>Daily Average Boardings</td>
<td>Forecasted Daily Ridership Change</td>
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</tr>
<tr>
<td>Inform</td>
<td>GO Shuttle (9935)</td>
<td>Weekday</td>
<td>Apr 28 2014</td>
<td>All</td>
<td>Route discontinued</td>
<td>-616</td>
<td>-904</td>
<td>No 1 (10)</td>
<td>2</td>
<td>-2</td>
</tr>
<tr>
<td>Inform</td>
<td>Various</td>
<td>Weekday</td>
<td>Apr 28 2014</td>
<td>All</td>
<td>Discontinue various low performing single trips</td>
<td>-687</td>
<td>-1,008</td>
<td>No (15-10)</td>
<td>26</td>
<td>-20</td>
</tr>
</tbody>
</table>

Subtotal Hours Change  
-6,433  -9,756

Subtotal Cost Savings  
$509,000  $736,000

Riders Lost per Weekday  
181

Riders Lost per Saturday  
57

NOTES: Minimum Performance Thresholds are 15 boardings/hr peak, 10 boardings/hr off-peak; except 10 boardings/hr peak, 8 boardings/hr off-peak for BusPLUS routes. Routes 65 and 71 subject to restructuring within existing budget to support service changes.
Attachment 5 - Additional 2014 Service Level Reductions on Routes above Minimum Standard

<table>
<thead>
<tr>
<th>Consult Or Inform Riders</th>
<th>Route</th>
<th>Day Type</th>
<th>Effective Date</th>
<th>Schedule Period</th>
<th>Service Change</th>
<th>Service Hours Change in 2014</th>
<th>Annual Service Hours Change</th>
<th>Service Meets Minimum Performance Threshold</th>
<th>Daily Average Boardings</th>
<th>Forecasted Daily Ridership Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inform</td>
<td>2</td>
<td>Weekday</td>
<td>Jun 23 2014</td>
<td>Summer Only</td>
<td>Modify existing summer reduction from 45 to 60 min. service during midday</td>
<td>-72</td>
<td>-72</td>
<td>Yes 14 (10)</td>
<td>229</td>
<td>-6</td>
</tr>
<tr>
<td>Inform</td>
<td>4</td>
<td>Weekday</td>
<td>Jun 23 2014</td>
<td>Summer Only</td>
<td>Continue Summer 2013 reduction, from 30 to 60 min. service during midday</td>
<td>-288</td>
<td>-288</td>
<td>Yes 12 (10)</td>
<td>404</td>
<td>-20</td>
</tr>
<tr>
<td>Inform</td>
<td>10</td>
<td>Saturday</td>
<td>May 3 2014</td>
<td>All</td>
<td>From 30 to 60 min. service on Saturdays</td>
<td>-529</td>
<td>-785</td>
<td>Yes 18 (10)</td>
<td>743</td>
<td>-160</td>
</tr>
<tr>
<td>Inform</td>
<td>17</td>
<td>Saturday</td>
<td>May 3 2014</td>
<td>All</td>
<td>On Saturdays operate weekday evening and Sunday routing (Fairview Park Mall to Stanley Park Mall only)</td>
<td>-207</td>
<td>-307</td>
<td>Yes 26 (10)</td>
<td>71</td>
<td>-32</td>
</tr>
<tr>
<td>Inform</td>
<td>23</td>
<td>Saturday</td>
<td>May 3 2014</td>
<td>All</td>
<td>From 30 to 60 min. service on Saturdays</td>
<td>-354</td>
<td>-525</td>
<td>Yes 15 (10)</td>
<td>303</td>
<td>-68</td>
</tr>
<tr>
<td>Consult Or Inform Riders</td>
<td>Route</td>
<td>Day Type</td>
<td>Effective Date</td>
<td>Schedule Period</td>
<td>Service Change</td>
<td>Service Hours Change in 2014</td>
<td>Annual Service Hours Change</td>
<td>Service Meets Minimum Performance Threshold</td>
<td>Daily Average Boardings</td>
<td>Forecasted Daily Ridership Change</td>
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<tr>
<td>Inform</td>
<td>24</td>
<td>Saturday</td>
<td>May 3 2014</td>
<td>All</td>
<td>No service west of Highland Hills Mall on Saturdays - 30 min. service to be provided on Route 25</td>
<td>-455</td>
<td>-676</td>
<td>Yes 18 (10)</td>
<td>149</td>
<td>-24</td>
</tr>
<tr>
<td>Inform</td>
<td>27</td>
<td>Weekday</td>
<td>Jun 23 2014</td>
<td>Summer Only</td>
<td>From 30 min. to no midday service in summer</td>
<td>-240</td>
<td>-240</td>
<td>Yes 13 (10)</td>
<td>174</td>
<td>-18</td>
</tr>
<tr>
<td>Inform</td>
<td>27</td>
<td>Saturday</td>
<td>May 3 2014</td>
<td>All</td>
<td>Discontinue 4 trips (3 during the day and 1 in the evening) and improve efficiency of schedule by reducing out-of-service time at Fairview Park Mall</td>
<td>-196</td>
<td>-291</td>
<td>Yes 11 (10)</td>
<td>104</td>
<td>-17</td>
</tr>
<tr>
<td>Inform</td>
<td>57</td>
<td>Weekday</td>
<td>Apr 28 2014</td>
<td>All</td>
<td>From 30 min. to no midday service on weekdays</td>
<td>-838</td>
<td>-1,230</td>
<td>Yes 16 (15)</td>
<td>215</td>
<td>-35</td>
</tr>
<tr>
<td>Consult Or Inform Riders</td>
<td>Route</td>
<td>Day Type</td>
<td>Effective Date</td>
<td>Schedule Period</td>
<td>Service Change</td>
<td>Service Hours Change in 2014</td>
<td>Annual Service Hours Change</td>
<td>Service Meets Minimum Performance Threshold</td>
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</tr>
<tr>
<td>Inform</td>
<td>58</td>
<td>Saturday</td>
<td>May 3 2014</td>
<td>All</td>
<td>From 30 to 60 min. service on Saturdays</td>
<td>-224</td>
<td>-333</td>
<td>Yes 17 (10)</td>
<td>251</td>
<td>-48</td>
</tr>
<tr>
<td>Inform</td>
<td>61</td>
<td>Weekday</td>
<td>Apr 28 2014</td>
<td>Spring Only</td>
<td>From 30 to 60 min. service during midday on weekdays in spring</td>
<td>-195</td>
<td>-195</td>
<td>Yes 15 (10)</td>
<td>405</td>
<td>-21</td>
</tr>
<tr>
<td>Inform</td>
<td>61</td>
<td>Weekday</td>
<td>Jun 23 2014</td>
<td>Summer Only</td>
<td>Continue Summer 2013 reduction, from 30 to 60 min. service during midday</td>
<td>-240</td>
<td>-240</td>
<td>Yes 13 (10)</td>
<td>361</td>
<td>-18</td>
</tr>
<tr>
<td>Inform</td>
<td>62</td>
<td>Saturday</td>
<td>May 3 2014</td>
<td>All</td>
<td>From 30 to 60 min. service on Saturdays</td>
<td>-144</td>
<td>-213</td>
<td>Yes 14 (10)</td>
<td>186</td>
<td>-28</td>
</tr>
</tbody>
</table>

| Subtotal Hours Change    |       |          |                |                 | -3,980                  | -5,395                      |                                        | Riders Lost per Weekday | 118                           |

<p>| Subtotal Cost Savings    | $322,000 | $436,000 | Riders Lost per | 377                           |</p>
<table>
<thead>
<tr>
<th>Consult Or Inform Riders</th>
<th>Route</th>
<th>Day Type</th>
<th>Effective Date</th>
<th>Schedule Period</th>
<th>Service Change</th>
<th>Service Hours Change in 2014</th>
<th>Annual Service Hours Change</th>
<th>Service Meets Minimum Performance Threshold</th>
<th>Daily Average Boardings</th>
<th>Forecasted Daily Ridership Change</th>
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<tbody>
<tr>
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</tr>
<tr>
<td><strong>Total Hours Change (Tables 1+2)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-10,415</td>
<td>-15,147</td>
<td></td>
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<tr>
<td><strong>Total Cost Savings (Tables 1+2)</strong></td>
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<td></td>
<td></td>
<td></td>
<td>$831,000</td>
<td>$1,172,000</td>
<td></td>
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<td></td>
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</tbody>
</table>
Attachment 6 - Actions to Advertise Public Input Questionnaire

<table>
<thead>
<tr>
<th>Action</th>
<th>Dates between:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Direct delivery of over 1,300 letters to homes and businesses on streets where bus stops would be added or removed because of the route changes</td>
<td>• January 29 and February 4</td>
</tr>
<tr>
<td>• Posting notices at affected bus stops</td>
<td>• January 27 and February 3 (which were removed between February 17 and 19 following the conclusion of the consultation period)</td>
</tr>
<tr>
<td>• Online messaging at the GRT website, via social media such as Twitter, Facebook and through the Rider Alert email subscription service</td>
<td>• January 15 and 17</td>
</tr>
<tr>
<td>• Posting notices at the Charles Street Terminal and Ainslie Street Terminal, where a detailed information brochure and printed comment forms were available to be handed out and collected</td>
<td>• January 31 and February 11</td>
</tr>
</tbody>
</table>
### Attachment 7 - Additional GRT Customer Information Sources

<table>
<thead>
<tr>
<th>Customer Information Source:</th>
<th>Update dates:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Rider Alert emails</td>
<td>• February 19, March 18, March 28</td>
</tr>
<tr>
<td>• Social Media messaging on GRT Facebook and Twitter accounts</td>
<td>• Between March 17 and April 28</td>
</tr>
<tr>
<td>• Posters at GRT Terminals</td>
<td>• March 18</td>
</tr>
<tr>
<td>• Posters onboard GRT buses</td>
<td>• March 25</td>
</tr>
<tr>
<td>• Notices posted at stop locations affected by the discontinuation of a period of service or</td>
<td>• Between March 31 and April 11</td>
</tr>
<tr>
<td>by the route changes</td>
<td></td>
</tr>
<tr>
<td>• Notices handed out to customers by GRT Operators to identify individual trips being</td>
<td>• April 14</td>
</tr>
<tr>
<td>cancelled</td>
<td></td>
</tr>
<tr>
<td>• Transit Talk (customer news brochure) available onboard GRT buses and at terminals</td>
<td></td>
</tr>
<tr>
<td>• Signage at Transit Terminal platforms</td>
<td>• April 17</td>
</tr>
<tr>
<td>• Route pocket timetables updated and published (a) online and (b) onboard GRT buses, at</td>
<td>• (a) Before the end of March</td>
</tr>
<tr>
<td>terminals, and at other Regional facilities</td>
<td>• (b) April 21</td>
</tr>
<tr>
<td>• Newspaper Ads</td>
<td>• April 24, 25, 26</td>
</tr>
<tr>
<td>• Infoposts (describing detailed trip schedule at individual stop locations) were updated</td>
<td>• April 28</td>
</tr>
<tr>
<td>• EasyGO customer information systems, such as the online trip planner, next bus text</td>
<td>• April 28</td>
</tr>
<tr>
<td>messaging system, flat-panel television schedule displays and automated phone messaging</td>
<td></td>
</tr>
<tr>
<td>system</td>
<td></td>
</tr>
</tbody>
</table>
Attachment 8 - Public Comments on Service Reductions and Route Restructuring

<table>
<thead>
<tr>
<th>Service Reductions</th>
<th>Comments</th>
<th>Number of Comments Recorded</th>
<th>Response</th>
</tr>
</thead>
</table>
| **Route 2** Saturday service discontinued | Concerns related to accessibility of Highland Hills Mall and Downtown from Forest Hill  
Consider shifting Route 2 to operate only on Queen Street, Mill Street, Stirling Avenue, Greenbrook Drive, and Fischer-Hallman Road to attract more ridership | 3 | At 9 passengers per hour on an average Saturday, Route 2 is one of the least used routes in the GRT network, and ridership is below minimum performance thresholds. Alternative routes for residents of Forest Hill include Routes 3, 11, 12, 22 and 25. |
| **Route 4** midday service in the summer reduced to every 60 minutes | Travelling to the Boardwalk and Downtown from Westmount will be inconvenient | 2 | At 12 passengers per hour on an average summer weekday, Route 4 is one of the least used routes in the GRT network. Based on a review of overall ridership, it was determined that reducing midday service in the summer would minimize the number of riders inconvenienced, still provide the option to take the bus at these times, and avoid impacting other time periods, when ridership is higher.  
Another service option to the Boardwalk from the Westmount area is Route 12 Conestoga Mall to the 202 iXpress. Another service option to Downtown Kitchener is Route 20 Victoria Hills. These routes will continue to provide 30-minute service during the midday in the summer. |
<table>
<thead>
<tr>
<th>Service Reductions</th>
<th>Comments</th>
<th>Number of Comments Recorded</th>
<th>Response</th>
</tr>
</thead>
</table>
| **Route 10** Saturday service reduction to every 60 minutes | Saturday ridership on this route has grown, so service should not be reduced  
Concerns related to accessibility of Fairview Park Mall from Pioneer Park | 1 | This reduction was identified because Saturday ridership is lower than most other routes and other time periods. At 18 passengers per hour on an average Saturday, Route 10 is one of the least used routes in the GRT network. Based on a review of overall ridership it was determined that reducing Saturday service, but not eliminating it, would still provide residents with a travel option on Saturdays. |
<p>| <strong>Route 17</strong> Saturday service provided from Fairview Park Mall to Stanley Park Mall only | 1 | Customers on the route section north of Stanley Park Mall could still access service on either Route 1, 15 or 23. |
| <strong>Route 23</strong> Saturday service reduction to every 60 minutes | 1 | This reduction was identified because Saturday ridership is lower than most other routes and other time periods. At 15 passengers per hour on an average Saturday, Route 23 is one of the least used routes in the GRT network. Based on a review of overall ridership it was determined that reducing Saturday service, but not eliminating it, would still provide residents with a travel option on Saturdays. |</p>
<table>
<thead>
<tr>
<th>Service Reductions</th>
<th>Comments</th>
<th>Number of Comments Recorded</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Route 27 midday service in the summer discontinued</strong></td>
<td>The service reduction should not be implemented until June 27 2014, to reduce the impact on high school students who are writing exams during this week. Concerns related to access to summer employment in the Fairway Road corridor from Chicopee</td>
<td>2</td>
<td>This reduction will be implemented for the summer period only, to minimize the impact on customers. Rush hour service will still be available. For scheduling reasons, starting one reduction at a later date would be difficult, and would also result in less savings.</td>
</tr>
</tbody>
</table>
Route 57 midday service discontinued

- Concerns related to increased walk distance to transit for residents of the Westgate Court Apartments and those living in the Blair Road area
- Service on Route 111 Conestoga College should be improved to compensate
- Requests for addition of Sunday service on Route 57
- Impact to Class Pass/Library Trip Program and access to the Queen’s Square Library

This reduction was identified because ridership is lower than most other routes and other time periods. At 16 passengers per hour on an average weekday, Route 57 is one of the least used routes in the GRT network, and it is the least used route in Galt during the midday. Based on a review of overall ridership, it was determined that reducing midday service, but not eliminating the route, would still provide residents with a travel option during peak periods and on Saturdays.

Route 55 St Andrews and Route 62 Woodside provide alternative travel options towards Downtown Galt for some riders.

Staff met with Westgate Court residents on Friday March 7, to discuss the service changes, listen to residents’ specific concerns, and provide information on alternative routes, stops, and transportation service available to them during the midday.

Alternatives and mitigating measures have been considered as discussed in the Public Comments on Service Reductions and Route Restructuring section of this report.
### Service Reductions

<table>
<thead>
<tr>
<th>Number of people providing comments</th>
<th>Comments</th>
<th>Number of Comments Recorded</th>
<th>Response</th>
</tr>
</thead>
</table>

**Route 65 and 71** early morning and late evening trips on Saturday discontinued

Concerns related to access to employment and inconvenience

3

These reductions were identified due to low ridership. At 9 passengers per hour on an average Saturday, both Route 65 and Route 71 do not meet minimum performance thresholds on this day. Based on a review of overall ridership, it was determined that reducing only the trips at the start and end of service would minimize the number of riders inconvenienced, still provide the option to take the bus during the rest of the day, and avoid impacting other time periods, when ridership is higher.

However, staff has reconsidered the feasibility of these reductions in the context of the restructured local route network in Hespeler and the goal of providing continual service on local routes down the Hespeler Road corridor. To complete interlining of all trips with Route 51 Hespeler Road, and improve the comprehension of the schedule, almost all of these trips have been added back to the schedule. The variance in savings has been compensated by adjusting the single trip reductions as shown in Table 1 of this report.
<table>
<thead>
<tr>
<th>Hespeler Restructuring (Number of people providing comments-54)</th>
<th>Comments</th>
<th>Number of Comments Recorded</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Consider various alternative route options</td>
<td>13</td>
<td>Various options were evaluated as discussed in this report.</td>
</tr>
<tr>
<td></td>
<td>Prefer Option 1 for Route 65</td>
<td>9</td>
<td>Comments were considered in the development of the final option which was selected.</td>
</tr>
<tr>
<td></td>
<td>Prefer Option 2 for Route 65</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Prefer Option 1 for Route 71</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Prefer Option 2 for Route 71</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Maintain service to Rife Avenue</td>
<td>6</td>
<td>This was evaluated as described above this report.</td>
</tr>
<tr>
<td></td>
<td>Request for increased level of service</td>
<td>5</td>
<td>Requests for service improvements will be evaluated during development of next GRT Business Plan.</td>
</tr>
<tr>
<td></td>
<td>Maintain service to Groh Drive area</td>
<td>3</td>
<td>There are stops on Groh Drive on each branch of Route 51.</td>
</tr>
<tr>
<td>Hespeler Restructuring (Number of people providing comments-54)</td>
<td>Comments</td>
<td>Number of Comments Recorded</td>
<td>Response</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
<td>----------</td>
<td>----------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>Rename Routes 65 and 71 as 51A/B</td>
<td>2</td>
<td>This change was implemented on April 28 as described above in this report.</td>
<td></td>
</tr>
<tr>
<td>Concern with introduction of transfers</td>
<td>1</td>
<td>Comments noted.</td>
<td></td>
</tr>
<tr>
<td>Modify schedule to improve travel times</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concern with potential passenger crowding due to reduced service level</td>
<td>1</td>
<td>Staff will monitor passenger loads and respond with adjustments if necessary.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Route 4/18 Restructuring (Number of people providing comments-60)</th>
<th>Comments</th>
<th>Number of Comments Recorded</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased walk distance to access transit from Mt Hope and Fairfield neighbourhoods</td>
<td>23</td>
<td>Stops with minimal passenger activity were identified for elimination from restructured route pattern. Route alternatives are available within reasonable walk distance for most areas served by former Route 18.</td>
<td></td>
</tr>
<tr>
<td>Restructuring will make trips to specific destinations less convenient</td>
<td>17</td>
<td>This is an acknowledged consequence of route restructuring.</td>
<td></td>
</tr>
<tr>
<td>Route 4/18 Restructuring (Number of people providing comments-60)</td>
<td>Comments</td>
<td>Number of Comments Recorded</td>
<td>Response</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>-----------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>Impact to accessibility of House of Friendship Emergency Food Hamper program on Guelph Street</td>
<td>12</td>
<td>Route 6 Bridge continues to serve the area. Riders now have to walk about 250m to Lancaster Street in order to access Route 6 service. This is about a 3 minute walk. Regional staff have met with House of Friendship staff in order to address concerns, and are investigating improvements to stops on Lancaster Street as well as working with the City of Kitchener to complete the sidewalk along the north side of Guelph Street between Lancaster Street and Clifton Road.</td>
</tr>
<tr>
<td>Restructuring of Route 4 would represent an improvement</td>
<td>9</td>
<td>Route restructuring provides new connection to The Boardwalk for residents of Mt Hope and Fairfield neighbourhoods.</td>
<td></td>
</tr>
<tr>
<td>Requests for improvement to Route 4 level of service</td>
<td>7</td>
<td>Requests for service improvements will be evaluated during development of next GRT Business Plan.</td>
<td></td>
</tr>
<tr>
<td>Route 4/18 Restructuring</td>
<td>Number of people providing comments</td>
<td>Comments</td>
<td>Number of Comments Recorded</td>
</tr>
<tr>
<td>-------------------------</td>
<td>-------------------------------------</td>
<td>----------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Consider shifting Route 8 service from Margaret Street to Weber Street and shifting revised Route 4 service to Margaret Street instead of Weber Street</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Concerns related to maintenance and improvement of specific stop locations</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Route 4 should be connected to 200 iXpress at Grand River Hospital</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Consider alternative reductions in Route 18 level of service rather than elimination of route</td>
<td>3</td>
</tr>
<tr>
<td>Route 4/18 Restructuring (Number of people providing comments-60)</td>
<td>Comments</td>
<td>Number of Comments Recorded</td>
<td>Response</td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>----------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>Concern with limited duration of consultation period</td>
<td>2</td>
<td>The consultation period was limited in duration in order to provide adequate time between Budget approval and the April 28 service change date to implement the changes.</td>
</tr>
<tr>
<td></td>
<td>Route should travel to Charles Street Terminal via Water Street and Charles Street rather than Frederick Street and King Street</td>
<td>1</td>
<td>Providing Route 4 on King Street between Frederick Street and the Charles Street Terminal maintains travel patterns for Route 18 riders.</td>
</tr>
<tr>
<td></td>
<td>Route 4 should travel on Westmount Road to Westwood Drive instead of on Inwood Drive</td>
<td>1</td>
<td>Staff have reviewed this suggestion and determined that it is not presently operationally feasible due to the potential for buses to experience extended delays making left turns from Westwood Drive to Westmount Road, as well as physical constraints to the right turn from Westmount Road to Glasgow Street.</td>
</tr>
<tr>
<td></td>
<td>Route 4 service on Weber Street will be slow due to construction work in the corridor</td>
<td>1</td>
<td>Staff will monitor Route 4 run times and make adjustments as necessary. Weber Street is an important corridor to serve due to the location of key destinations such as the Service Canada Centre and the Downtown Community Centre.</td>
</tr>
<tr>
<td>New Route 203 Maple Grove iXpress and Route 53 Restructuring</td>
<td>Number of people providing comments-40</td>
<td>Comments</td>
<td>Number of Comments Recorded</td>
</tr>
<tr>
<td>-------------------------------------------------------------</td>
<td>--------------------------------------</td>
<td>----------</td>
<td>----------------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>11</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>9</td>
</tr>
</tbody>
</table>

Positive comments supporting the 203 iXpress and Route 53 service change
<table>
<thead>
<tr>
<th>Comments</th>
<th>Number of Comments Recorded</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Request to provide connections between Route 203 and other routes</td>
<td>9</td>
<td>The 203 iXpress schedule has been coordinated with local routes at the Cambridge Centre and Sportsworld Crossing in order to facilitate transfers.</td>
</tr>
<tr>
<td>Requests for more service (Saturday, Sunday, Longer Hours) for Route 53 and 203 iXpress</td>
<td>8</td>
<td>Requests for service improvements will be evaluated during development of next GRT Business Plan.</td>
</tr>
<tr>
<td>Requests for specific stop locations</td>
<td>4</td>
<td>To be evaluated by staff.</td>
</tr>
<tr>
<td>Concern with introduction of transfer</td>
<td>2</td>
<td>Comments noted.</td>
</tr>
<tr>
<td>Routing at Conestoga College</td>
<td>1</td>
<td>Staff is evaluating options for the Fall implementation of the extension of 203 to Conestoga College.</td>
</tr>
</tbody>
</table>
### Route 14/32 Restructuring

<table>
<thead>
<tr>
<th>Comments</th>
<th>Number of Comments Recorded</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concerns with elimination of stops on Colby Drive</td>
<td>7</td>
<td>Stops with minimal passenger activity were identified for elimination from restructured route pattern. Route alternatives are available within reasonable walk distance for most areas served by former Route 14 and former Route 32.</td>
</tr>
<tr>
<td>Route less convenient due to increased travel time and increased crowding</td>
<td>7</td>
<td>Staff will monitor passenger activity and make adjustments in case of passenger crowding.</td>
</tr>
<tr>
<td>Request to maintain schedule connections to key routes at Conestoga Mall</td>
<td>6</td>
<td>Timed connections are scheduled at the Conestoga Mall Terminal to improve the convenience of transfers between Route 14 and connecting routes.</td>
</tr>
<tr>
<td>Concerns with accessibility of destinations in employment area</td>
<td>5</td>
<td>Stops with minimal passenger activity were identified for elimination from restructured route pattern. Route alternatives are available within reasonable walk distance for most areas served by former Route 14 and former Route 32.</td>
</tr>
<tr>
<td>Request for an iXpress stop at Northfield Drive and Parkside Drive</td>
<td>3</td>
<td>To be evaluated by staff.</td>
</tr>
<tr>
<td>Route 14/32 Restructuring</td>
<td>Comments</td>
<td>Number of Comments Recorded</td>
</tr>
<tr>
<td>--------------------------</td>
<td>----------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>Number of people providing comments-29</td>
<td>Request for additional service on Route 14</td>
<td>2</td>
</tr>
<tr>
<td>Route change seen as improvement</td>
<td>2</td>
<td>Comments noted.</td>
</tr>
<tr>
<td>Concern with limited duration of consultation</td>
<td>1</td>
<td>The consultation period was limited in duration in order to provide adequate time between Budget approval and the April 28 service change date to implement the changes.</td>
</tr>
</tbody>
</table>
Attachment 9 - Alternative Routes for Residents of Westgate Court

Legend
- Route 57 stops
- Route 57
- Route 62
- Route 56
- Library

290 metre walk to Route 62 service. This stop is an additional 150 m from the current bus stop.
Attachment 10 - Spring 2014 Hespeler Restructuring

Legend
- 203 Maple Grove iXpress
- Route 203 Stops
- Route 51A Fisher Mills (weekday routing)
- Route 51C Fisher Mills (weekend routing including Blackbridge loop)
- Route 51A Stops
- Route 51B Melran
- Route 51B Stops
- Common Stops on Groh Avenue
- Discontinued Stops

Rename Route 65:
- 51A Fisher Mills via Queen
- 51C Fisher Mills via Franklin

Rename Route 71:
- 51B Melran

These routes will continue to Ainslie Street Terminal via Hespeler Road.

Route 51C will serve all stops on Adam, Tannery, Franklin, and Holiday Inn on weekends.

Continues to Sportsworld via Maple Grove

Continues to Cambridge Centre via Franklin
Attachment 11 - Alternative Stops for Residents of Jacob Hespeler Lodge (70 Mulberry Drive)
Attachment 12 - Route 4 and Route 18 Restructuring
Region of Waterloo
Planning, Housing and Community Services
Transportation Planning

To: Chair Jim Wideman and Members of the Planning and Works Committee
Date: April 29, 2014 File Code: D28-60(A)
Subject: Recommended Grand River Transit 2014 Fare Structure

Recommendation:

That the Regional Municipality of Waterloo provide notice to the public of a proposed amendment to the Fees and Charges By-Law 14-002 at the June 4, 2014 Regional Council meeting regarding implementation of the 2014 Grand River Transit (GRT) fare structure as described in Report No. P-14-055, dated April 29, 2014:

a) To implement the GRT fare structure as detailed in Table 1, in accordance with Regional Council’s approved 204 budget, effective July 1, 2014;
b) To amend the Region’s Fees and Charges By-law No. 14-002 to reflect the 2014 GRT fares described in this report; and
c) To amend the Region’s Fees and Charges By-law No. 14-002 with respect to the fees for TravelWise membership.

Summary:

The approved 2014 Regional Budget includes a 7% increase to Grand River Transit (GRT) fares. Fare increases help the transit system keep pace with increased costs and help to balance the municipal contribution to transit operating costs with the transit fare revenue contribution. As well, fare increases sustain on-going service improvements. Table 1 outlines the proposed fee structure that would take effect on July 1, 2014, except for U-Pass and Conestoga College semester pass increases, which would take effect September 1, 2014.

Various programs exist to assist residents who may not have the means to pay the full transit fare. The Transit for Reduced Income Program (TRIP) provides a subsidy for those who live on a reduced income, while the Transit Affordability Pass Program (TAPP) provides free transit passes to Ontario Works participants who are upgrading their
education to Grade 12 level or equivalent. These programs continue to be offered to the community, and the monthly pass subsidy for TRIP is proposed to be increased from $32 to $34 in 2014 to help offset the effect of the fare change.

Historically, Student Transportation Services representing the two school boards of Waterloo Region have purchased discounted term passes from GRT to distribute to eligible students living beyond a certain walk distance to their high school. These term passes were discounted in comparison to the cost of the regular monthly student pass because of the large volume of term passes purchased by Student Transportation Services. For the 2014 school year, the school boards have decided to rely more on private bus operators rather than GRT and as a result the volume of term passes is expected to decline from 3,300 per term to approximately 800 per term. At this low sales volume the discount term pass is no longer warranted and staff recommends that it be discontinued. The regular monthly student pass will still be offered. The details and impact of the change in student transportation are described in PWC Report E-14-045.

MobilityPLUS fares would increase at the same 7% average rate as conventional transit fares.

The Travelwise Transportation Management Association has grown significantly over the years. The Travelwise Business Plan review recommended that as a result of growth and changes in the program that the membership fees should be adjusted. New categories of memberships and adjusted fees would be introduced as shown in Appendix 2.

**Report:**

The approved 2014 Regional Budget includes a 7% increase to GRT fares effective July 1, 2014, consistent with the 2011-2014 GRT Business Plan. A goal of the GRT Business Plan is to implement a fare strategy to keep pace with increasing costs, sustain service improvements and balance the municipal contribution to transit operating costs with transit revenues.

**Fare Proposal**

**Recommended Fare Change**

Staff is recommending the approval of the fare structure as shown in Table 1 below. This structure is in line with the 7% average fare increase as approved in the 2014 budget.

The proposed fare change would still result in fare levels that are below the average of comparable Ontario transit systems, as illustrated in Appendix 1. Cash fares would be at the median for the province, with adult fares below the average. The frequent rider would continue to be rewarded with discounted passes and tickets compared to the cash fare, which encourages continued ridership growth.
Table 1: Recommended July 1, 2014 GRT Fares

<table>
<thead>
<tr>
<th>Fare Type</th>
<th>Current Fares</th>
<th>% Riders (2013)</th>
<th>2014 Fares (Recommended)</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Monthly Pass(^1)</td>
<td>$72.00</td>
<td>13.2%</td>
<td>$76.00</td>
<td>6%</td>
</tr>
<tr>
<td>Reduced Monthly Pass(^1,2)</td>
<td>$60.00</td>
<td>6.9%</td>
<td>$64.00</td>
<td>7%</td>
</tr>
<tr>
<td>Adult Tickets (\text{Sold in Strip of Five})</td>
<td>$11.50</td>
<td>10.2%</td>
<td>$12.35 (\text{($2.47 each)})</td>
<td>7%</td>
</tr>
<tr>
<td>Reduced Tickets(^2) (\text{Sold in Strip of Five})</td>
<td>$10.00</td>
<td>4.3%</td>
<td>$10.70 (\text{($2.14 each)})</td>
<td>7%</td>
</tr>
<tr>
<td>Cash Fare</td>
<td>$3.00</td>
<td>7.1%</td>
<td>$3.00</td>
<td>0%</td>
</tr>
<tr>
<td>TravelWise Corporate Pass</td>
<td>$61.00</td>
<td>1.0%</td>
<td>$65.00</td>
<td>7%</td>
</tr>
<tr>
<td>College Pass(^1) (\text{per 4-month term})</td>
<td>$240.00</td>
<td>2.5%</td>
<td>$257.00</td>
<td>7%</td>
</tr>
<tr>
<td>Conestoga College Pass (\text{per 4-month term})</td>
<td>$204.00</td>
<td>2.3%</td>
<td>$218.00</td>
<td>7%</td>
</tr>
<tr>
<td>Student Summer Pass(^1) (\text{July &amp; August})</td>
<td>$101.00</td>
<td>0.2%</td>
<td>$108.00</td>
<td>7%</td>
</tr>
<tr>
<td>Day/Family Pass</td>
<td>$6.00</td>
<td>0.5%</td>
<td>$7.00</td>
<td>17%</td>
</tr>
<tr>
<td>TRIP Pass</td>
<td>$40.00</td>
<td>6.0%</td>
<td>$42.00</td>
<td>5%</td>
</tr>
<tr>
<td>U-Pass(^3)</td>
<td>$72.23</td>
<td>29.9%</td>
<td>$77.29</td>
<td>7%</td>
</tr>
</tbody>
</table>

Average Fare Increase: 7%
NOTES:

- Children under five ride free with a paying customer.
- Percent of riders column does not include high school passes, free rides (including the TAPP Pass), GO Co-Fare, and adults riding at the student rate.

1. Photo I.D. charge of $5.00 required – one time fee for Adult and Senior Reduced Monthly Passes; per year for Student Reduced Monthly Passes; per term for Summer Pass, and College Pass (except Conestoga College).

2. Reduced fares are available to seniors, elementary and high school students.


**Day Pass / Family Pass**

GRT currently offers a Day Pass that is valid for an individual to have unlimited rides for one day. To encourage ridership on Sundays when capacity is available, the Day Pass is also valid as a Family Pass on Sundays and holidays. It allows unlimited rides for 2 adults and up to 3 children, or 1 adult and up to 4 children. Children must be under the age of 18.

Numerous requests have been received for transit services to be provided on Saturdays to access special events and festivals such as Ecofest, Multicultural Festival and the Elmira Syrup Festival. To allow families to more readily participate in these events, it is recommended that the Family Pass be extended to Saturday's. There is minimal financial risk to do this and could see some additional revenue by encouraging transit use by families for these events.

**U-Pass Program**

The existing three-year U-Pass agreement between the Region and student associations of University of Waterloo and student associations and administration of Wilfrid Laurier University is valid until August 2015. The U-Pass agreement establishes that the annual increase in the U-Pass fee would reflect the average fare increase for regular GRT fares. Subject to Council approval of this report the U-Pass fee for September 2014 would increase by 7%.

Concerns about the rate of increase in the U-Pass fee were expressed by some students, and as a result, the Federation of Students (representing the undergraduate students at the University of Waterloo) conducted a referendum in February 2014. The students voted 94.5% in favour of continuing their participation in the program.

**Conestoga College**

Through the Transit Supportive Strategy for the City of Cambridge, a program was developed that provides Conestoga College students a 15% discount on their transit passes to encourage greater ridership that would potentially support a U-Pass program in the future. This discount came into effect September 1, 2013 and is scheduled to be provided until the end of the 2014/15 school year.
Prior to the end of the program, staff will initiate discussions with Conestoga College students and administration regarding continuation of the discount program and potential for a U-Pass program. The timing and funding of a potential Conestoga College U-Pass program would be subject to Regional Council approval.

**School Board Term Passes**

As part of the Waterloo Region District School Board and the Waterloo Catholic District School Board budget process for 2014, the approach to busing of students was reviewed. By adjusting the bell times at a number of schools, the Student Transportation Services of Waterloo Region (STSWR), which operates the busing for both boards, has decided to increase the use of the yellow school buses for transportation and significantly reduce the number of students that they provide busing via GRT. The details of this change and its impact are described in PWC Report E-14-045.

As a result of the boards’ decision, the significant bulk purchase discount of 20% provided to the STSWR can no longer be justified. The number of discounted term passes would be reduced from approximately 3300 passes per term to about 800 passes per term. The regular monthly student pass will still be offered.

**Transit Fare Affordability Programs**

Various programs exist to assist residents who may not have the means to pay the full transit fare. The Transit for Reduced Income Program (TRIP) provides a subsidy for those who live on a reduced income (below the Low Income Cut-Off), while the Transit Affordability Pass Program (TAPP) provides free transit passes to Ontario Works participants who are upgrading their education to Grade 12 level or equivalent. Both of these programs are currently at capacity in terms of the number of people that can be supported on a monthly basis. Demand for affordability programs continues to be strong; as of March 25, 2014, the waiting list for TRIP totalled 1,238 persons, and eligibility for TAPP had to be restricted mid-way through 2013, as it was over-subscribed. Periodic adjustments to the programs are made as warranted by pass uptake and demand, within budget constraints.

The 2014 Regional Budget included an additional $50,000 for TRIP, to help mitigate the impact of the 2014 fare increase on TRIP users while continuing to support approximately 2,000 people per month. The pass subsidy for TRIP is proposed to be increased from $32 to $34 in 2014 to help offset the effect of the fare change for those using this program. Under the recommended 2014 fares, a TRIP pass could be purchased for $42.00 compared to a regular monthly pass priced at $76.00. The increase to the TRIP pass would be 5%, which is below the average fare increase of 7%.

**MobilityPLUS fares**

The Accessibility for Ontarians with Disabilities Act (AODA) required communities to introduce fare parity between conventional and specialized transit services on or before January 1, 2013. On July 1, 2012, the MobilityPLUS fare structure was broadened to include all fare categories available to conventional transit customers. All GRT fares are now available to MobilityPLUS customers, and consequently MobilityPLUS fares would increase at the same 7% average rate as recommended in this report.
Travelwise Fee Structure

The two year Travelwise Transportation Management Association (TMA) pilot program started in 2012 with thirteen employers. The TMA grew to the pilot period maximum of twenty employers without any formal outreach. The program’s membership fees currently contribute to approximately 33 per cent of the operating expenses. During the two year pilot phase of the program, staff was able to better understand the relationship between the costs of providing the services and fees paid by member organizations. In October 2013, Regional Council approved an extension and expansion of the program in collaboration with Sustainable Waterloo Region and a new Travelwise Business Plan.

Changes to the Fees and Charges By-law are required to reflect the new fee structure of the Travelwise Business Plan. These changes (Appendix 2) include new membership categories as well as modifications to existing rates paid by members. Previously, membership fees were assigned based on an organization’s number of employees. However, to accommodate the TMA’s growth and new development requirements of Transportation Impact Studies, new Employer Categories and fee structures have been created to account for higher costs associated with larger members (such as resource-intensive outreach events and additional incentives). Scaling membership fees in this manner allows larger members to pay a lower cost per employee, allowing the program to grow at an economy of scale. The new fee structure also allows for an affordable rate to be paid by not-for-profits and small businesses. Existing members of the TMA were consulted on the proposed changes.

Electronic Fare Management System

The Region is currently undergoing a procurement process for an electronic fare management system (EFMS) which would be an electronic transit fare solution for the Region of Waterloo to be used for fare payment on GRT buses, MobilityPLUS, and ION LRT and aBRT service. As part of the EFMS project, a review of transit fares and policies will be undertaken in order to best take advantage of the opportunities afforded by the new technology. When that review occurs, a report will come back with any recommendations on changes to the fare structure.

Next Steps

If the recommended fare changes are approved, staff would implement changes effective July 1, 2014, and staff would inform customers through a number of means. These include:

- Ads at fare agent locations;
- A revised fare guide;
- Posters at shelters, terminals and on buses;
- Print ads; and
- Electronic notifications on the GRT website, Facebook, Twitter, Rider Alerts and automated messages on the phone system.
Area Municipal Consultation/Coordination

Area Municipalities were circulated the 2011-2014 GRT Business Plan for information and comment. This document outlined the general fare strategy being proposed. The municipalities were also circulated a copy of this report for information.

Corporate Strategic Plan:

The 2014 transit fare changes help sustain ongoing service improvements and therefore support the implementation of Regional Council’s Strategic Focus, under Focus Area 3: Sustainable Transportation: Develop greater, more sustainable and safe transportation choices.

Financial Implications

The recommended fare change is expected to increase revenue by $636,000 in 2014. This amount is included in the 2014 GRT revenue budget. On an annual basis, the proposed fare change would increase revenue by $1,272,000.

The additional revenue is expected to generate a 0.8% improvement in the revenue/cost (R/C) ratio of GRT in 2014, with the R/C ratio projected to increase from 40.88% without the fare change to 41.70% if the fare change is implemented. This revenue will offset the short-term effects of the cost of the 2014 service expansion on the R/C ratio, and contribute to covering increasing operating costs.

The recommended fare change will also contribute to the 2011-2014 GRT Business Plan goal of achieving a balance between the municipal contribution to transit operating costs and the contribution from transit fare revenue by 2016 (see Report P-12-013.

The cost to deliver the Travelwise TMA program for 2014 would be $151,000. The adjusted fees would contribute an estimated $43,000, or approximately 29% of the total program cost. The rest of the program costs are provided for in other Transportation Planning budgets.

Other Department Consultations/Concurrence:

Staff from Finance and Transportation and Environmental Services assisted to develop these transit fare options.

Attachments:

Attachment 1 - Current and Average Fares for Comparable Ontario Transit Systems
Attachment 2 - TravelwiseTMA Membership Fees

Prepared By: Blair Allen, Acting Manager Transit Development

Approved By: Rob Horne, Commissioner, Planning, Housing and Community Services
## Attachment 1 – Current and Average Fares for Comparable Ontario Transit Systems

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Cash Fare</th>
<th>Adult Ticket</th>
<th>Reduced Ticket</th>
<th>Adult Monthly Pass</th>
<th>Reduced Monthly Pass</th>
<th>2012 Average Fare</th>
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<td>Brampton</td>
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<td>$2.75</td>
<td>$1.00</td>
<td>$115.00</td>
<td>$50.00</td>
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<td>$132.00</td>
<td>$55.00</td>
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<td>$3.00</td>
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<td><strong>GRT</strong></td>
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<td><strong>$76.00</strong></td>
<td><strong>$64.00</strong></td>
<td><strong>$1.34</strong></td>
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<td><strong>Recommended 2014 Fares</strong></td>
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<td>London</td>
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<td>$81.00</td>
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<td><strong>$87.00</strong></td>
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<td>Ontario Average</td>
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<td><strong>$2.53</strong></td>
<td><strong>$1.91</strong></td>
<td><strong>$91.88</strong></td>
<td><strong>$53.28</strong></td>
<td><strong>$1.76</strong></td>
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## Attachment 2 - Travelwise TMA Membership Fees

<table>
<thead>
<tr>
<th>Employer Category</th>
<th>Number of Employees</th>
<th>Annual Service Fee</th>
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<tbody>
<tr>
<td>Small Business</td>
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<td>Not-for-Profit</td>
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<td>Not-for-Profit</td>
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</tr>
<tr>
<td>Not-for-Profit</td>
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<td>Not-for-Profit</td>
<td>3001-6250</td>
<td>$5,000</td>
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<td>Not-for-Profit</td>
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<td>$1/employee, to a maximum of $8,000</td>
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<td>Corporate</td>
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<td>$650</td>
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<td>$1,250</td>
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<td>Corporate</td>
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<td>$1,750</td>
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<td>Corporate</td>
<td>3001-6250</td>
<td>$6,250</td>
</tr>
<tr>
<td>Corporate</td>
<td>6251+</td>
<td>$1/employee, to a maximum of $10,000</td>
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<tr>
<td>Developer</td>
<td></td>
<td>Same rates as Corporate Employer Category based on number of employees, as above</td>
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</table>
Region of Waterloo

Transportation and Environmental Services

Design and Construction

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

Date: April 29, 2014

File Code: 08279

Subject: Consultant Selection – Detailed Design and Services During Construction for the Elmira Wastewater Treatment Plant Supervisory Control and Data Acquisition (SCADA) Upgrades, Township of Woolwich

Recommendation:

That the Regional Municipality of Waterloo enter into a Consulting Services Agreement with Eramosa Engineering Inc. to provide engineering services for detailed design and services during construction for the Elmira Wastewater Treatment Plant (WWTP) Supervisory Control and Data Acquisition (SCADA) Upgrades in the Township of Woolwich, at an upset fee limit of $619,994 plus applicable taxes.

Summary:

In 2013, the Regional Municipality of Waterloo (Region) completed the Preliminary Design Report for upgrading the Supervisory Control and Data Acquisition (SCADA) systems at nine of the Region’s wastewater treatment facilities (Hespeler, Elmira, New Hamburg, Ayr, St. Jacobs, Wellesley, Foxboro, Conestogo and Alt-Heidelberg) and six of the Region’s remote pumping stations (Rose St., Nith River, Baden, Spring Valley, Bridgeport and Morningside). The Preliminary Design Report included the assessment of the existing SCADA and network architecture and recommendations for minor process upgrades at these facilities. The Preliminary Design Report identified the Elmira Wastewater Treatment Plant (WWTP) as a high priority facility to undergo SCADA system and minor process upgrades. Based on the Preliminary Design Report the construction cost estimate is approximately $1,800,000.
A consultant selection process was carried out in accordance with the Region’s Purchasing By-law 04-093 for the procurement of goods and services and included price as a factor. Four proponents submitted a Proposal and Detailed Work Plan and Upset Fee. When considering all Quality, Equity and Price Factors, the submission from Eramosa Engineering Inc. scored the highest but had the highest price and staff recommends that Eramosa Engineering Inc. be retained to undertake this assignment for an upset fee of $619,944 plus applicable taxes.

The Approved 2014 Wastewater Capital Forecast includes $1,945,000 for this work. The consultant’s upset fee of $619,944 is within this budget allowance.

Subject to Council approval of this assignment, it is anticipated that detailed design will commence in spring of 2014 and the construction will commence in early 2015 with completion in summer 2015.

Report:

1. **Background**

In 2008, the Regional Municipality of Waterloo completed the Region’s Wastewater Design Standards, which included standards for the Supervisory Control and Data Acquisition (SCADA) systems. These systems are used to assist with remote acquisition of data and control of Region facilities. The overall goal of the SCADA standards is to provide consistency across Regional locations in respect to the implementation of new SCADA systems and upgrades to the various existing systems.

In 2013, the Regional Municipality of Waterloo completed the Preliminary Design Report for upgrading the SCADA systems at nine wastewater treatment facilities (Hespeler, Elmira, New Hamburg, Ayr, St. Jacobs, Wellesley, Foxboro, Conestogo and Alt-Heidelberg) and six remote pumping stations (Rose St., Nith River, Baden, Spring Valley, Bridgeport and Morningside). The Preliminary Design Report included the assessment of the existing SCADA and network architecture and recommendations for minor process upgrades at these facilities.

The Preliminary Design Report identified the Elmira Wastewater Treatment Plant (WWTP) as a high priority facility to undergo SCADA system and minor process upgrades. Based on the Preliminary Design Report the construction cost estimate is approximately $1,800,000.

2. **Consultant Selection**

On February 12, 2014, the Region placed advertisements on its website and in The Record and Daily Commercial News inviting submissions from consultants for detailed design and services during construction for the Elmira WWTP SCADA Upgrades. Four proponents submitted a proposal and detailed work plan (Envelope #1)
and upset fee (Envelope #2). Each proposal was reviewed by the Region’s selection team consisting of: Jerry Borovicka (Design and Construction Division), Chris Gatchene (Water Services Division) and Ryan Lacharity (Water Services Division). The consultant selection process was carried out in accordance with the Region’s Purchasing By-law 04-093 for the procurement of goods and services, and included price as a factor. The evaluation criteria were subdivided into Quality, Equity, and Price factors as follows:

Quality factors

- Project Approach and Understanding 25%
- Experience of the Project Manager 20%
- Experience of the Project Support Staff 20%
- Experience on Similar Projects 15%

Equity Factors

- Current Workload for Region 3%
- Local Office 2%

Price Factor

- Upset Price 15%

The Region’s selection team reviewed the four proposals for quality and equity factors. The upset fee envelopes of the following four proponents were then opened in the presence of Tina Lumgair (Procurement and Supply Services):

- Eramosa Engineering Inc.
- Insyght Engineering Inc.
- WSP Canada Inc.
- IBI Group Inc.

When considering all Quality, Equity, and Price Factors, the submission from Eramosa Engineering Inc. scored the highest overall. Eramosa Engineering Inc. received the highest technical score due to superior understanding of the project and significant experience on similar projects. Eramosa’s price was the highest. Staff recommends that Eramosa Engineering Inc. be awarded this assignment for an upset fee of $619,994.

3. Scope of Work

For this assignment, the Consultant will provide consulting engineering services during the detailed design, tender, construction, and post-construction phases for this capital project. The Consultant will complete design for the SCADA upgrades, SCADA
programming, plant process narratives and upgrade of some plant process systems as 
per the Region’s Request for Proposal, Scope of Work. The Consultant will prepare 
issued-for-tender, issued-for-construction, and record versions of the Contract Drawings 
and Contract Specifications for this construction contract. The Consultant will also 
provide services related to construction cost estimates, approvals and permits, third-
party materials testing and quality control, health and safety reviews, site inspection, 
equipment acceptance tests, commissioning of new works, a custom operation and 
maintenance manual, custom training sessions, contract administration and 
administration of equipment warranties.

4. Consultant Upset Fee

The Consultant’s upset fee at $619,994 represents approximately 35% of the estimated 
construction cost of this project. Typically, for projects of this nature, staff expects the 
engineering cost to be approximately 20% of the construction value. This percentage is 
higher compared to typical civil engineering projects. That is because the design of the 
electrical, electronic and communication systems requires significantly higher 
engineering effort with lower construction cost compared to other types of construction 
projects such as roads or pipelines.

For the Elmira WWTP SCADA Upgrades, staff included SCADA programming in the 
engineering design assignment. The SCADA programming is often included in the 
construction and not in the engineering part of the project but due to the critical 
importance of the SCADA programming in this project staff required the Consultant to 
include the SCADA programming in this consulting assignment. This will reduce risks of 
any compatibility issues between design and programming but increases the price for 
this assignment.

For comparison purposes, if one discounts the cost of the SCADA programming for this 
design assignment, the engineering cost would be approximately 18.5% of the 
estimated construction cost and that is in line with staff expectations.

Appendix A provides a breakdown of the Consultant’s upset fee.

5. Schedule

Subject to Council’s approval of this assignment, detailed design will commence in May 
2014 and a general contract tender award in May 2015 with completion in July 2016.
Corporate Strategic Plan:

This project meets the Region’s 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

The approved 2014 Wastewater Capital Forecast includes funding in the amount of $1,945,000 in 2014 and 2015 (project No. 08279) to be funded from the Development Charges and Wastewater Reserve Funds. The consultant’s upset fee of $619,994 for undertaking this assignment at the Elmira WWTP is within the budget allowance for the design of this project.

Other Department Consultations/Concurrence:

Nil

Attachments

Appendix A – Breakdown of Consultant’s Upset Fee

Prepared By: Jerry Borovicka, Project Manager, Environmental Projects

Approved By: Thomas Schmidt, Commissioner, Transportation and Environmental Services
Appendix A

Elmira WWTP SCADA Upgrade

Breakdown of Consultant’s Upset Fee

<table>
<thead>
<tr>
<th>Detailed Design Phase</th>
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<tbody>
<tr>
<td>Project Management / Quality Control</td>
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<tr>
<td>Detailed Design</td>
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<tr>
<td>Meetings/Workshops during Detailed Design</td>
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<tr>
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<table>
<thead>
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</thead>
<tbody>
<tr>
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<tr>
<td>Control System Integration and Programming</td>
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<td>Meetings during Construction</td>
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<td>Construction Inspection Services</td>
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<td>Health &amp; Safety</td>
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<td>Start-up and Commissioning</td>
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<td>Training</td>
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<table>
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<tr>
<th>Post-Construction Phase</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Record Drawings, O &amp; M Manuals, Warranty Period Assistance and Meetings</td>
<td>$35,223</td>
</tr>
</tbody>
</table>

| Total Upset Fee (plus applicable taxes)                   | $619,994|
Region of Waterloo

Transportation and Environmental Services

Design and Construction

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

Date: April 29, 2014

File Code: 7317

Subject: Recommended Intersection Improvements at Westmount Road and Laurelwood Drive Extension, City of Waterloo

Recommendation:

That the Regional Municipality of Waterloo approve the implementation of a multi-lane roundabout on Westmount Road at the extension of Laurelwood Drive, in the City of Waterloo, all as presented in Report E-14-048.

Summary:

Road improvements for a new intersection on Westmount Road at the extension of Laurelwood Drive (Please see key plan in Appendix A) are necessary to accommodate growth in traffic from ongoing development in the area, in particular the development of the adjacent University of Waterloo lands between Westmount Road and Bearinger Road/Fischer-Hallman Road. Conventional road improvements would include a signalized intersection with additional turn lanes on Westmount Road and the Laurelwood Drive extension.

In accordance with Regional Policy (adopted in 2003 and updated on September 15, 2010), Regional staff assessed the feasibility of constructing a multi-lane roundabout in lieu of conventional road improvements at this intersection. Based on consideration of safety performance, traffic capacity and total life-cycle costing, staff are recommending the implementation of a roundabout because a roundabout would result in fewer injury collisions and less delays to motorists and pedestrians than conventional road improvements. City of Waterloo and University staff involved with the extension of Laurelwood Drive are in support of a roundabout at this intersection.
Funding of $1,175,000 for the intersection improvements is included in the Region’s 2014 Ten Year Capital Program for construction in 2014. Pending Regional Council approval, the roundabout is currently scheduled for construction in September of 2014 with completion by the end of 2014.

Report:

1. Background

Development of the University of Waterloo’s planned campus expansion between Bearinger Road/Fischer-Hallman Road and Westmount Road includes for a new east-west collector road (Street B) that essentially extends Laurelwood Drive from its existing intersection at Bearinger Road/Fischer-Hallman Road to a new intersection mid-block on Westmount Road north of Columbia Street. A traffic impact study completed for development of the University’s lands identifies that the anticipated traffic volumes at the new Westmount Road intersection would require road improvements in meeting warrants for traffic signals. Please see the key plan in Appendix ‘A’ for the location of this intersection.

Staff developed two alternatives to address the capacity needs at this intersection: conventional road widening with traffic signals or a modern roundabout. In accordance with Regional policy (adopted in 2003 and updated on September 15, 2010); Regional staff undertook a study to compare the advantages and the disadvantages of a roundabout in lieu of conventional road improvements at this intersection.

2. Comparison of Roundabout and Conventional Road Improvements

The conventional road improvements (as shown in Appendix ‘B-1’) required to address the capacity needs at this intersection would include left turn lanes on Westmount Road, a right turn lane on Laurelwood Drive Extension and implementation of traffic signals.

The roundabout option (as shown in Appendix ‘B-2’) includes a single-lane approach from the City of Waterloo’s park entrance on the east leg and two lane approaches on each of the other legs.

Staff undertook an Intersection Control Study (ICS) to compare the advantages and disadvantages of the roundabout versus the conventional traffic signals alternative for this intersection. In addition to assessing the safety performance of each alternative and the user delays associated with accommodating the anticipated traffic, a key component of the ICS assessment is to determine the total Life Cycle Cost (LCC) of each alternative. The LCC includes all costs associated with the implementation and maintenance of the alternatives over a 20-year period. The LCC also includes for each alternative an estimate of the injury crash costs based on the expected injury crashes over the 20-year period. Based on this assessment of total costs, it has been
determined the total LCC of the roundabout would be approximately $107,000 lower than the LCC of the conventional road improvements. The roundabout’s lower LCC is due mostly to the expectation of fewer injury collisions at the roundabout than would be expected at the traffic signals. Please refer to Table 1 in Appendix D for a detailed breakdown of the Life Cycle Cost for each alternative.

3. Public Consultation

Prior to developing a recommended option for this project, staff sought public input on the roundabout and the conventional road improvement alternatives. Notices were placed in the Kitchener-Waterloo Record on March 7 and 14, 2014. Letters were also hand delivered to business owners/residents within the immediate vicinity of the intersection on March 6, 2014 and project notification sign boards were placed on Westmount Road at the northbound and southbound legs of the new intersection from March 7 to March 21, 2014.

4. Main Issue Raised by the Public

No written comments were received from the public. One inquiry was received requesting clarification on the advantages of the roundabout, budget and timing for this project. Please refer to Appendix ‘C’ for a detailed summary of comments/inquiries and staff responses.

Through submissions/inquiries received, staff has identified the main issue raised as follows:

**What advantages were considered for a roundabout at this location?**

**Staff Response:**

In comparison to a signalized intersection at this location, Regional staff identified advantages of a roundabout in terms of expected traffic operations with lower vehicle queues and less delay to motorists. Other advantages of a roundabout at this location include for speed control and improved safety with the expectation of fewer injury collisions at the roundabout than would be expected at traffic signals.

5. Recommended Alternative

Based on the technical study, the current experience with the Region’s existing roundabouts and input received from the public regarding this project, staff believe the multi-lane roundabout is a better option for this intersection because:

- The roundabout would result in fewer injury collisions than the signalized intersection;
The roundabout would result in fewer delays to all users; and

The roundabout would result in the lowest total Life Cycle Cost.

Although the estimated cost to initially construct the roundabout ($861,000) is more than the estimated cost to construct the conventional road improvements ($350,000), the overall life-cycle costs of the roundabout ($1,085,000) are anticipated to be lower than the overall life-cycle costs of traffic signals ($1,192,000) when one considers the cost of all the injury collisions that would be avoided by implementing a roundabout. In addition to the increased benefit regarding reduced injury collisions, reduced delays and lower life-cycle costs, the roundabout would also reduce idling times resulting in fuel savings and reduced vehicle emissions. The roundabout would also provide an opportunity for aesthetic streetscape enhancements that would provide more of an ‘entry feature’ to the City of Waterloo’s park development on the east side of Westmount Road and the University of Waterloo’s campus development to the west. The University of Waterloo also has two roundabouts constructed on the Laurelwood Drive extension (Street B) between Fischer-Hallman Road and Westmount Road.

Given the increased benefits of a roundabout when compared to traffic signals, Regional staff is recommending the implementation of a multi-lane roundabout at the intersection of Westmount Road and the extension of Laurelwood Drive. City of Waterloo and University staff involved with the extension of Laurelwood Drive are in support of a roundabout at this intersection.

The City of Waterloo is intending to start construction of a new park development on the east side of Westmount Road in the Spring of this year with completion by September 2014. Staff at the Region and City have maintained on-going discussions to coordinate the timing of the road improvements with the park development. City staff has indicated their preference for construction of the roundabout after the City’s park construction in order to maintain access to the site during the park construction. Pending Regional Council approval, the roundabout construction is currently scheduled to start in September of 2014, with completion by the end of 2014 to facilitate the City’s park opening in 2015.

**Corporate Strategic Plan:**

This project supports Focus Area 2 – Growth Management and Prosperity and meets the strategic objective to develop, optimize and maintain infrastructure to meet current and projected needs.

**Financial Implications**

The Region’s 2014 Ten Year Transportation Capital Program includes a total budget of $1,175,000 for this project in 2014 funded from the Regional Development Charges Reserve Fund. This budget is sufficient to construct the roundabout.
Other Department Consultations/Concurrence:
Nil

Attachments

Appendix A – Key Plan
Appendix B-1 – Proposed Traffic Signal Alternative
Appendix B-2 – Proposed Roundabout Alternative
Appendix C – Summary of Comments/Inquiries provided by the public and staff responses
Appendix D – Table 1: Life Cycle Cost Comparison

Prepared By: William Gilbert, Senior Project Manager, Design and Construction

Approved By: Thomas Schmidt, Commissioner, Transportation and Environmental Services
Appendix B-1
Intersection Improvements – Traffic Signal Alternative
Appendix B-2

Intersection Improvements – Roundabout Alternative
APPENDIX C-1
Intersection Improvements at Westmount Rod and Laurelwood Drive Extension
City of Waterloo

Public Comments
Written Comments Received and Staff Responses

<table>
<thead>
<tr>
<th>Name</th>
<th>Comments and Concerns</th>
<th>Staff Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paige Desmond</td>
<td>I’m looking for the study referenced in the public notice that says a roundabout is preferred. I’m also hoping you can provide me with some information regarding the budget for this project.</td>
<td>The Region’s planned roundabout on Westmount Road is associated with a new intersection of the City of Waterloo’s construction of what is essentially the extension of Laurelwood Drive from Bearinger Rd/Fischer –Hallman Rd to Westmount Road. The Region identified advantages of a roundabout at this location in terms of expected traffic operations, speed control and safety. Subject to Council approval of the roundabout, construction is currently scheduled to begin in September 2014 and is expected to be completed by the end of 2014. The Region’s 2104 10 Year Transportation Capital Program includes $1,175,000 in 2014 for the design, utility relocations and construction of this project.</td>
</tr>
</tbody>
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Westmount Road and Laurelwood Drive Extension

Table 1: Life Cycle Cost Comparison

<table>
<thead>
<tr>
<th></th>
<th>Traffic Signals</th>
<th>Roundabout</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated Construction Cost</td>
<td>$350,000</td>
<td>$861,000</td>
</tr>
<tr>
<td>Injury Crash Cost</td>
<td>$782,000</td>
<td>$194,000</td>
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<tr>
<td>Annual Maintenance</td>
<td>$60,000</td>
<td>$30,000</td>
</tr>
<tr>
<td><strong>Total Cost (Present Value)</strong></td>
<td><strong>$1,192,000</strong></td>
<td><strong>$1,085,000</strong></td>
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<tr>
<td>Safety Performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Expected Injury Collisions Per Year)</td>
<td>2.27</td>
<td>0.56</td>
</tr>
<tr>
<td>Operational Performance</td>
<td>Level of Service (LOS) B to C (or lower)</td>
<td>Level of Service (LOS) A</td>
</tr>
<tr>
<td><strong>Overall Assessment</strong></td>
<td>Traffic Signals</td>
<td>Preferred</td>
</tr>
</tbody>
</table>
Region of Waterloo
Transportation and Environmental Services
Design and Construction

To: Chair Jim Wideman and Members of the Planning and Works Committee
Date: April 29, 2014
File Code: 7327
Subject: Recommended Intersection Improvements at Erb Street and Waterloo Waste Management Centre Gates 1 and 2, City of Waterloo

Recommendation:
That the Regional Municipality of Waterloo approve the implementation of multi-lane roundabouts on Erb Street at Waterloo Waste Management Centre Gates 1 and 2, in the City of Waterloo, all as presented in Report E-14-049 and subject to Regional Council approval of additional funding as part of the 2014 Mid-Year Review of the Transportation Capital Budget and 2015 Transportation Capital Program process.

Summary:
Road improvements to the existing intersections on Erb Street at the Waterloo Waste Management Centre Gates 1 and 2 (Please see key plan in Appendix A), between Ira Needles Boulevard and Wilmot Line, are necessary to address expected increases in traffic from ongoing development in the area.

The West Waterloo Commercial Centre is a proposed development on the north side of Erb Street immediately opposite the Region of Waterloo’s Waste Management Centre (WMC). The current development proposal includes a large warehouse retail store (Costco) and associated gas bar with additional future uses for further retail, restaurants and services. A traffic study for this development identifies that in the short term (i.e. from opening day to 5 years) delays to motorists are expected during peak traffic times on Erb Street due to the additional traffic generated. These traffic delays are also expected to affect access and operations at the WMC.
In order to mitigate some of the traffic delays associated with the increase in traffic from the Costco development, a number of access and road improvements have been identified as necessary to support opening of the Costco development to the public. The short-term improvements required prior to opening of the Costco development include construction of intersection improvements at Gate 1 of the WMC to facilitate accesses to the Costco development and WMC. Construction of intersection improvements at Gate 2 of the WMC will follow construction of the Gate 1 intersection improvements, after opening of the Costco development to the public. The Gate 2 intersection improvements will provide a connection to a new north-south collector road (City Employment Collector) in servicing development of the City’s Future Employment lands north of Erb Street, as well as providing a secondary access to the Costco site. The Region is also widening Ira Needles Boulevard between Highview Drive to 350 metres north of University Avenue which is to be completed in the fall of 2014.

In addition to the road improvements for the Costco site development, Region and City staff have identified a number of longer-term road network improvements in the Erb Street area of west Waterloo to service development and the increase in traffic. These transportation system improvements include construction of a new north-south collector road by the City of Waterloo (City Employment Collector) between Erb Street and Columbia Street, opposite Gate 2 of the WMC (please see key plan in Appendix A), and improvements on Regional roads as included in the Region’s 2014 Ten Year Transportation Capital Program, for:

- Widening and improvements on Erb Street from Fischer-Hallman Road to Wilmot Line (subject to a Class Environmental Assessment Study currently being initiated by the Region), with construction in 2018;
- Improvements to the intersection of Ira Needles Boulevard and Erb Street, with construction in 2016 (pending land acquisition and utility relocation staff are planning to complete this in 2015); and
- Widening of Ira Needles Boulevard from 350 metres north of University Avenue to Chablis Drive, with construction in 2016.

On April 7, 2014, Council of the City of Waterloo approved the zoning for the Costco development on the north side of Erb Street with a holding provision for completion of an integrated multi-modal traffic analysis by City staff to identify and implement the necessary existing and long term transportation needs in this area of the City. City of Waterloo Council further requested that the Region continue the accelerated advancement of the required transportation network improvements to enable the anticipated west side development activity along Erb Street west and Ira Needles Boulevard.

In reviewing the need for intersection improvements at Gates 1 and 2 of the WMC, Regional staff assessed the feasibility of constructing multi-lane roundabouts in lieu of
conventional road improvements in accordance with Regional Policy (adopted in 2003 and updated on September 15, 2010). Conventional road improvements would include signalized intersections with additional turn and through lanes on Erb Street. Based on consideration of safety performance, traffic capacity and total life-cycle costing, staff are recommending the implementation of roundabouts because the roundabouts would result in fewer injury collisions and less delays to motorists and pedestrians than conventional road improvements.

Pending Regional Council approval of the roundabouts, applicable City approvals for the Costco development and agreements with the developer, staff will make best efforts to construct the easterly roundabout (Gate 1/Costco) in late 2014. This schedule is considered to be very aggressive and construction may not occur until 2015 due to the requirement to complete the design, acquire property and relocate utilities. Construction of the roundabout at Gate 2 of the WMC, connecting with the City of Waterloo’s new north-south collector road, is anticipated in 2015.

Report:

1. Background

The West Waterloo Commercial Centre is a proposed warehouse retail development on the north side of Erb Street West immediately opposite the Region’s Waste Management Centre. The primary tenant for this site is a Costco warehouse membership club and gas bar, with additional future uses on the site for retail, restaurants and services.

A traffic study completed for the Costco development identifies the need for a new access to Erb Street, as well as a secondary access to an adjacent future north-south City collector road to accommodate the traffic expected from the development. In addition, the traffic study identifies that in the short-term (i.e. from opening day to 5 years) average delays to motorists of over 6 minutes are expected, during peak traffic times, for travel from Ira Needles Boulevard westerly to the Costco site due to the additional traffic generated. During off-peak times this section of Erb Street would take on average 1 minute to travel. These traffic delays are expected to affect operations at the Waterloo Waste Management Centre (WMC) whereby contracted curbside collection vehicles, industrial, commercial and institutional customers, as well as members of the public, will likely be subject to increased delays when visiting the WMC. In association with the traffic implications from the Costco development, Regional staff presented an information report to Council on March 4, 2014 identifying the expected operational impacts and mitigation measures under consideration. Please refer to Report P-14-025 for details on the proposed Costco development and associated traffic and transportation impacts.
In recognition of the traffic impacts resulting from the Costco development, Regional and City of Waterloo staff, along with the developer, are in agreement that certain short-term access and road improvements must be implemented to mitigate some of the traffic delays associated with opening of the Costco development to the public. The short-term improvements required prior to opening of the Costco development include construction of intersection improvements at Gate 1 of the WMC to facilitate the development traffic and accesses to the Costco site and WMC. Construction of intersection improvements at Gate 2 of the WMC is to follow construction of the Gate 1 intersection improvements and will provide a connection to a new north-south collector road (City Employment Collector) in servicing development of the City’s Future Employment lands north of Erb Street. The Gate 2 intersection improvements will also provide a secondary access to the Costco development after its opening. Please see the key plan in Appendix ‘A’ for the location of these intersections. In addition, the Region will be widening Ira Needles Boulevard to four lanes from Highview Drive to 350 metres north of University Avenue with completion in the fall of 2014.

A number of longer-term road network improvements in the Erb Street area of west Waterloo have also been identified to service development and the increase in traffic. In addition to the City of Waterloo’s construction of a new north-south collector road (City Employment Collector) between Erb Street and Columbia Street, opposite Gate 2 of the WMC (please see key plan in Appendix A), improvements on Regional roads have been identified and are included in the Region’s 2014 Ten Year Transportation Capital Program as follows:

- Widening and improvements on Erb Street from Fischer-Hallman Road to Wilmot Line (subject to a Class Environmental Assessment Study currently being initiated by the Region), with construction in 2018;
- Improvements to the intersection of Ira Needles Boulevard and Erb Street, with construction in 2016 (pending land acquisition and utility relocation staff are planning to complete this in 2015); and
- Widening of Ira Needles Boulevard from 350 metres north of University Avenue to Chablis Drive, with construction in 2016.

The above noted projects are already planned or under way. Further changes to the Regional Road System are not anticipated. Review of landfill operations including site access will be completed in the future. Region staff have requested the City advance construction of the new north-south collector as an alternative route in assisting to accommodate the expected traffic on Erb Street.

On April 7, 2014, Council of the City of Waterloo approved the following motion with respect to the Costco site:
Whereas the community desires a Costco Wholesale Club, and whereas the construction of a Costco in west Waterloo may generate traffic and increase travel delays, and whereas significant development has occurred on the west side of Waterloo with limited Regional or City Road improvements, that Council approve report IPPW2014-006 and the related Official Plan Amendment 5 and Zone Change Application Z-13-06 with a Holding Zone ‘H’ designated on all the lands until such time as:

a) An integrated multi modal traffic analysis (including existing and planned development) has been completed and accepted to the satisfaction of the Commissioner of Integrated Planning and Public Works;

b) A public open house has been held regarding the integrated multi modal traffic analysis;

c) That the necessary transportation improvements have been completed;

Further, that funding of such an integrated transportation study be provided in 2014 with City of Waterloo Senior Administration determining the appropriate funding source(s); and,

Further, Council requests that the Region of Waterloo continue the accelerated advancement of the required transportation network improvements to enable the anticipated west Side Development activity along Erb Street west and Ira Needles Boulevard.

In consideration for the construction of modifications to the existing WMC accesses to facilitate the development traffic and accesses to the Costco site, Regional staff developed two alternatives to address the capacity needs at the WMC Gates 1 and 2 intersections: conventional road widening with traffic signals or modern roundabouts. In accordance with Regional policy (adopted in 2003 and updated on September 15, 2010); Regional staff undertook a study to compare the advantages and the disadvantages of a roundabout in lieu of conventional road improvements at these intersections.

2. Comparison of Roundabout and Conventional Road Improvements

The conventional road improvements (as shown in Appendix ‘B-1’) required to address the capacity needs at these intersections would include:

- Four through lanes on Erb Street across the frontage of the Costco development;
- Left turn lanes on all approaches, westbound right turn lane and implementation of traffic signals at the intersection of the City’s north-south collector road and WMC Gate 2 entrance;
- Left turn lane on Erb Street and the WMC Gate 1 access; and
- Left turn lane and implementation of traffic signals on Erb Street at a new access
to the Costco development.

The roundabout option (as shown in Appendix ‘B-2’) includes:

- A multi-lane roundabout at each of the two Costco accesses, the easterly roundabout aligned with a new access to Costco east of Gate 1 to the WMC and the westerly roundabout aligned with the proposed City north-south collector road at Gate 2 to the WMC;
- Two-lane approaches on Erb Street, north-south collector and Costco development accesses;
- Single lane approaches from the Waterloo WMC Gates 1 and 2 entrances; and
- Four through lanes on Erb Street across the frontage of the Costco development.

An Intersection Control Study (ICS) was completed to compare the advantages and disadvantages of the roundabout versus the conventional traffic signals alternative for these intersections. In addition to assessing the safety performance of each alternative and the user delays associated with accommodating the anticipated traffic, a key component of the ICS assessment is to determine the total Life Cycle Cost (LCC) of each alternative. The LCC includes all costs associated with the implementation and maintenance of the alternatives over a 20-year period. The LCC also includes for each alternative an estimate of the injury crash costs based on the expected injury crashes over the 20-year period. Based on this assessment of total costs, it has been determined the total LCC of the roundabout option would be approximately $1.87 million lower than the LCC of the conventional road improvements option. The roundabout option’s lower LCC is due mostly to the expectation of fewer injury collisions at the roundabouts than would be expected at the traffic signals. Please refer to Table 1 in Appendix D for a detailed breakdown of the Life Cycle Cost for each alternative.

In order to further mitigate impacts from the increase in traffic in the area, Region staff have worked closely with City of Waterloo staff and the developer in identifying modifications to the easterly roundabout option that would locate the development access opposite to the WMC Gate 1 entrance. Please refer to Appendix B-3 for the modified roundabout option. Locating the easterly roundabout at the WMC Gate 1 entrance would reduce potential access impacts associated with the road improvements in maintaining full access (left and right turn movements) into and out of the WMC.

3. **Public Consultation**

Prior to developing a recommended option for this project, staff sought public input on the roundabout and the conventional road improvement alternatives. Notices were placed in the Kitchener-Waterloo Record on March 7 and 14, 2014. Letters were also hand delivered to business owners/residents within the immediate vicinity of the intersection on March 6, 2014 and project notification sign boards were placed on Erb
Street at the westbound and eastbound approaches to the Waterloo Waste Management Centre Gates 1 and 2 from March 7 to March 21, 2014.

4. **Main Issue Raised by the Public**

Two written comments were received from the public and expressed concern for the condition of the road, the need for the roundabouts and the traffic associated with development in the area. The other issues raised were related to development access, traffic and pavement conditions on Ira Needles Boulevard. Please refer to Appendix ‘C’ for a detailed summary of each written comment received and the staff responses.

Through written submissions received, staff has identified the main public concern as follows:

**Additional roundabouts on Erb Street**

Comments received expressed concern for another roundabout on Erb Street and whether two or potentially more were necessary.

**Staff Response:**

The lands on the north side of Erb Street opposite the Waterloo Waste Management Centre are designated by the City of Waterloo for commercial and employment (Industrial) development and include for a proposed City collector road that will connect Erb Street with Columbia Street to the north. This will result in a new intersection on Erb Street at Gate 2 of the Waterloo Waste Management Centre.

In addition, as identified through a traffic analysis completed for the proposed development on the north side of Erb Street, road improvements on Erb Street are needed to address the expected increase in traffic and vehicle delays. The identified road improvement needs include for a new access for the development on Erb Street opposite Gate 1 of the Waterloo Waste Management Centre. A new intersection at this location is proposed in order to accommodate the high volume of traffic associated with the development and to maintain full access to the Waste Management Centre.

In assessing the alternative of a roundabout in lieu of traffic signals at the new intersections, Regional staff are recommending the implementation of roundabouts because the roundabouts would result in fewer injury collisions and less delays to motorists and pedestrians than conventional road improvements for traffic signals. A Class Environmental Assessment (EA) Study for future road improvements on Erb Street between Fischer-Hallman Road and Wilmot Line is currently underway by Regional staff. This Class EA study will review needs and make recommendations for improvements along this section of Erb Street,
including widening up to 4 lanes. Public consultation is planned as part of the Class EA study and area property owners, residents, businesses and the general public will be advised of opportunities for input throughout the study. Interested parties are encouraged to become involved so that any concerns are incorporated into the considerations for improvement recommendations.

5. **Recommended Alternative**

Based on the technical study, the current experience with the Region’s existing roundabouts and input received from the public regarding this project, staff believe the multi-lane roundabouts are a better option for these intersections because:

- The roundabouts would result in fewer injury collisions than the signalized intersections;
- The roundabouts would result in fewer delays to all users; and
- The roundabouts would result in the lowest total Life Cycle Cost.

Although the estimated cost to initially construct the roundabouts ($4.58 million) is more than the estimated cost to construct the conventional road improvements ($3.42 million), the overall life-cycle costs of the roundabouts ($6.97 million) are anticipated to be lower than the overall life-cycle costs of traffic signals ($8.84 million) when one considers the cost of all the injury collisions that would be avoided by implementing the roundabouts. In addition to the increased benefit regarding reduced injury collisions, reduced delays and lower life-cycle costs, the roundabouts would also reduce idling times resulting in fuel savings and reduced vehicle emissions. The roundabouts would also provide an opportunity for aesthetic streetscape enhancements and minimize access impacts to the Region’s Waste Management Centre. In addition, with the intersections only 150 metres apart, constructing two traffic signals that close together would cause traffic queues to back up into the intersections resulting in further congestion and delays.

Given the increased benefits of a roundabout when compared to traffic signals, staff is recommending the implementation of multi-lane roundabouts at the intersections of Erb Street and the WMC Gates 1 and 2. Pending Regional Council approval of the roundabouts, applicable City approvals for the Costco development and agreements with the developer, staff will make best efforts to construct the easterly roundabout (Gate1/Costco) in late 2014. This schedule is considered to be very aggressive and construction may not occur until 2015 due to the requirement to complete the design, acquire property and relocate utilities. Construction of the roundabout at Gate 2 of the WMC, connecting with the City of Waterloo’s new north-south collector road, is anticipated in 2015.
The easterly roundabout at the site access and WMC – Gate 1 and associated road improvements on Erb Street would be fully funded by the developer as a need solely associated with a new access to the Costco development. The second westerly roundabout at the City of Waterloo’s new north-south collector road and WMC - Gate 2, and associated road improvements on Erb Street, would be the responsibility of the Region with the Collector Road opened as a public highway by the City of Waterloo. Regional staff are working with the Costco proponent to develop a detailed design for the road and intersection improvements on Erb Street. The cost of the roundabouts is being further developed as part of the detailed design for the road improvements and cost sharing arrangements will be brought back to Council as part of planning approvals and agreements with the developer. The total cost for the roundabouts and road improvements is estimated at approximately $4 - 5 million with Region’s cost for the roundabout at WMC – Gate 2, including associated road improvements on Erb Street, expected to be in the $2 – 3 million range.

**Corporate Strategic Plan:**

This project supports Focus Area 2 – Growth Management and Prosperity and meets the strategic objective to develop, optimize and maintain infrastructure to meet current and projected needs.

**Financial Implications:**

The Region’s 2014 Ten Year Transportation Capital Program includes a total budget of $3.1 million for the widening of Erb Street West from Ira Needles Boulevard to Wilmot Line in the years 2014-2018 to be funded from the Regional Development Charges Reserve Fund. The Region’s cost for the roundabout at WMC – Gate 2, including associated road improvements on Erb Street, is expected to be in the $2 – 3 million range and would be funded from the Regional Development Charges Reserve Fund. Staff have identified that the current funding for Erb Street improvements would be insufficient to cover the widening of Erb Street from Ira Needles Boulevard to Wilmot Line plus the additional improvements for the roundabout at WMC - Gate 2. As a result, it will be necessary to allocate additional funding to the Transportation Capital Program budget at mid-year review and as part of the 2015 Transportation Capital Program process to fund the Region’s share of the additional road improvements associated with the Costco development.

**Other Department Consultations/Concurrence:**

Staff from the Transportation Planning Division of the Planning, Housing and Community Services Department have assisted in the preparation of this report.
Attachments

Appendix A – Key Plan
Appendix B-1 – Traffic Signal Alternative
Appendix B-2 – Roundabout Alternative
Appendix B-3 – Modified Roundabout Alternative
Appendix C – Summary of Comments provided by the public and staff responses
Appendix D – Table 1: Life Cycle Cost Comparison

Prepared By: William Gilbert, Senior Project Manager, Design and Construction

Approved By: Thomas Schmidt, Commissioner, Transportation and Environmental Services
Appendix A

Key Plan – Erb Street Intersection Improvements at Waterloo Waste Management Centre Gates 1 and 2
Intersection Improvements – Traffic Signals Alternative
Appendix B-2

Intersection Improvements – Initial Roundabout Alternative
Appendix B-3

Intersection Improvements – Modified Roundabout Alternative
# Appendix C-1

Intersection Improvements at Erb Street and Waterloo Waste Management Centre Gates 1 and 2

City of Waterloo

Public Comments

Written Comments Received and Staff Responses

<table>
<thead>
<tr>
<th>Name</th>
<th>Comments and Concerns</th>
<th>Staff Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marcia Schmidt</td>
<td>What an uninformed idea.</td>
<td>Yes, this section of Erb Street was recently paved and is in good condition; however, the road improvements needed for ingress/egress to the Costco site are significant.</td>
</tr>
<tr>
<td></td>
<td>1. The road in front of the dump was just completely redone last year and is now in perfect condition.</td>
<td>Region staff are aware of the poor pavement conditions along sections of Ira Needles Boulevard and has ongoing maintenance programs to continually monitor and repair areas as needed. Some areas of spot repairs are being completed in 2014 with others planned for 2016. In addition, resurfacing of the road as needed will be considered as part of road widening scheduled in the Regions Transportation Capital Program for 2016.</td>
</tr>
<tr>
<td></td>
<td>2. The existing roundabouts on Ira Needles are in horrible shape as is the whole road around them. They are cracking and are poorly kept. Small repairs on them are poorly done and whoever was hired to do that road should have to pay back the money they got for doing such a lousy job.</td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Comments and Concerns</td>
<td>Staff Response</td>
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<tr>
<td>Marcia Schmidt</td>
<td>3. When a road is being changed in any way and being resurfaced, some thought should be given to other factors surrounding the road, such as new construction and underground services.&lt;br&gt;4. I am really tired of roads being ripped up piece meal for different reasons. All departments should be working together.</td>
<td>Prior to construction the Region consults with and coordinates servicing and infrastructure needs with the local municipality, utility companies and adjacent development for incorporating any servicing needs within the road construction project. This is a standard practice to limit the potential for disrupting a newly constructed road. However, there are times when servicing needs are not known at the time of the road construction or when emergency works and repairs are needed.</td>
</tr>
<tr>
<td>Marcia Schmidt (cont’d)</td>
<td>5. There is no need for another roundabout. You obviously do not drive on Erb street past the dump. I do several times a day in fact. It is the only way into the city for me that does not take me miles out of my way. We just had two years of it and do not need any more.</td>
<td>The lands on the north side of Erb Street opposite the Waterloo Waste Management Centre are designated by the City of Waterloo for commercial and employment (Industrial) development. The development lands on the north side of Erb Street include for a City collector road that will connect Erb Street with Columbia Street to the north. This will result in a new intersection on Erb Street at Gate 2 of the Waterloo Waste Management Centre. &lt;br&gt;In addition, as a result of increased traffic expected from development on the north side of Erb Street an additional site access to Erb Street has been identified. This development access has been located as a new intersection at Gate 1 of the Waterloo Waste Management Centre in order to maintain full operation of the Gate 1 Waste Management Centre access. &lt;br&gt;Roundabouts at these intersections are being recommended by Regional staff as they would result in fewer injury collisions and less delays to motorists and pedestrians than conventional road improvements for traffic signals.</td>
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<tr>
<td>Name</td>
<td>Comments and Concerns</td>
<td>Staff Response</td>
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<tr>
<td>Marcia Schmidt (cont’d)</td>
<td>6. That would put the &quot;oh so wonderful &quot; stop light right in the middle of the roundabouts. Fix that problem before you make any more roundabouts.</td>
<td>The need for improvements at the existing traffic signals on Erb Street west of Ira Needles Boulevard will be reviewed as part of the Erb Street Improvements study currently underway by the Region. See Staff Response to Stewart Bowring’s Comment #2 as below.</td>
</tr>
<tr>
<td></td>
<td>7.a) I cannot see how a roundabout would improve the dump traffic. The cost alone should give you second thoughts.</td>
<td>The traffic studies completed for the development on the north side of Erb Street identify increased traffic delays due to the additional traffic generated by the proposed development. With the roundabouts and associated road improvements as proposed, over time, the delays would be reduced for all visitors to the Waterloo Waste Management Centre, although they would still remain higher than exists today.</td>
</tr>
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<td>7.b) At least do the roads right without the seams down the middle. Water gets into them and creates potholes and destroys the road before its best before date.</td>
<td>Construction paving joints can be problematic as road settlement and separation of the asphalt can result over time. For some projects construction joints (seams) cannot be fully eliminated as we need to maintain traffic during construction. Where possible the Region implements alternative construction practices for “Tandem Paving” which eliminates pavement joints, however, this requires full closure of the road over a lengthy period of time to complete the paving. This is often difficult to undertake as maintaining access to businesses and through traffic becomes a concern.</td>
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<tr>
<td>Name</td>
<td>Comments and Concerns</td>
<td>Staff Response</td>
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<tr>
<td>Marcia Schmidt (cont’d)</td>
<td>8. Go sit at the stores that are built on Ira Needles and watch the people making left hand turns on the weekend where no left hand turns should be allowed. That was an absolute example of poorly co-ordinated planning. That has created excess traffic just because stores are in the area. No thoughts there. And how about Cambridge where they designed a road that was to move traffic around the city quickly and allowed shops to be built all along the road. Now they have traffic nightmare. The same thing is happening with Ira Needles. It was planned to be an arterial road to move traffic quickly NOT to be a road with ten thousand shops. Then someone discovered roundabouts.....HOW ABOUT SOME TRUE PLANNING ... and maybe learn from mistakes that have been made.....DO NOT CONTINUE TO MAKE MORE OF THE SAME MISTAKE.</td>
<td>Traffic impacts are considered by Region staff as part of all development applications. When there are concerns associated with generation of traffic from a development, or access onto a Regional Road, a Traffic Impact Study is required from the Developer. The Traffic Impact Study considers the volume of traffic anticipated to and from the site, proposed accesses and the operational impacts on the Region’s roads. Regional staff work with the developer to determine recommendations for site access and the needs for improvements on the Regional roads. Ira Needles Boulevard has been designed to provide most of the accesses (particularly the Boardwalk) with a roundabout (University Avenue, Walmart access). Other accesses have been provided via previous agreements with landowners. In the case of the Sobey’s plaza entrance at 235 Ira Needles Boulevard, the southerly access to this plaza, which currently operates as a full traffic movement access, will be permitted to continue to operate with the widening of Ira Needles Boulevard. Two years after this section of Ira Needles Boulevard has been widened, the developer will prepare a transportation study to determine if this access must be redesigned to operate with restricted traffic movements.</td>
</tr>
<tr>
<td>Name</td>
<td>Comments and Concerns</td>
<td>Staff Response</td>
</tr>
<tr>
<td>--------------------</td>
<td>--------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Marcia Schmidt</td>
<td>9. AND how about making a buffer zone around the dump. Good grief did you learn nothing from the mount trashmore fiasco and building homes too close to a dump. Try experiencing the smell of the dump from Boston Pizza or Walmart or the homes down wind.</td>
<td>The Waterloo Landfill has a buffer zone as approved by the Ministry of Environment as part of the landfill approval process. The Waterloo landfill is ISO 14001 certified and operates within the Certificate of Approval issued by the Ministry of Environment. The Region of Waterloo Planning Division as well as the Waste Management Division recognize the impacts of the Waterloo Landfill and regularly provides input into zoning changes proposed by the City of Waterloo. The City of Waterloo ultimately determines the zoning. A warning clause has been implemented on new development to inform the purchasers/tenants of the proximity of the landfill.</td>
</tr>
<tr>
<td>Name</td>
<td>Comments and Concerns</td>
<td>Staff Response</td>
</tr>
<tr>
<td>------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Stewart Bowring</td>
<td>1. I am in favour of a new roundabout on Erb Street beside the landfill site. However, since the two landfill gates are only 100 metres apart (approx.), the installation of TWO roundabouts makes no sense. Two roundabouts so close together would inevitably interfere with each other, leading to increased traffic congestion – just what you claim to be trying to avoid. It would make more sense to have just ONE roundabout, with ONE main entrance to the landfill site and to create a new access road within the fenced area of the landfill site linking the driveways for the present two gates. There is clearly sufficient space for such an access road within the fenced area. The proposed development on the north side Erb Street should also have a single entrance/exit connecting with this single roundabout.</td>
<td>The two landfill gates (approx. 150 metres apart) operate two different types of traffic. Gate 1 is for commercial trucks and Gate 2 is the public gate. Both are required to be maintained for operation of the landfill. The proposed development to the north also requires two accesses to facilitate traffic movement for their development. Traffic analysis has been completed based on the proposed development and two roundabouts spaced approximately 150 metres apart can operate effectively at this location.</td>
</tr>
</tbody>
</table>
2. Also, looking to the future, it will not be too long before yet another roundabout will be needed at the Wilmot Line intersection. There are already a set of traffic lights and a roundabout (at Ira Needles Blvd) on that section of Erb Street. Are we going to have to negotiate FOUR roundabouts and a set of lights in that short stretch of road on our way into Waterloo? With respect, that’s daft!

Road improvements on Erb Street between Ira Needles Boulevard and Wilmot Line are scheduled in the Region’s Transportation Capital Program for 2018. As part of the improvements planning along this section of Erb Street the Region has initiated a Class Environmental Assessment (EA) Study to review the improvement needs, develop and evaluate improvement alternatives and recommend a solution that best meets the traffic and community needs. Review of alternatives for intersection improvements at Wilmot Line is included in this study. This Class EA study will include for public consultation throughout the study process in reviewing the project needs and working towards recommendations for improvements. A notice of Study Commencement will be advertised when the public consultation for the study has been initiated and adjacent property owners, residents and businesses will be notified in advance of any public consultation centres and meetings regarding information and input on the project. Area property owners, residents, businesses and the general public are encouraged to become involved throughout the study process so that any concerns are incorporated into the considerations for improvement recommendations.
<table>
<thead>
<tr>
<th>Name</th>
<th>Comments and Concerns</th>
<th>Staff Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stewart Bowring (cont’d)</td>
<td>3. Furthermore, I would request that the (single) roundabout be made bigger than the one at Ira Needles, and that any pedestrian crossings are located well away from the roundabout. These are major safety concerns at the existing roundabouts.</td>
<td>There is a balancing act on constructing the size of a roundabout. Too large a roundabout increases speeds and results in a higher amount of collisions at greater costs, along with an increase in injury collisions. In addition, a larger roundabout would increase the crossing distance and time for pedestrians creating greater exposure to traffic and increasing the potential for collisions. The size of a roundabout in the Region is optimized to provide for associated speed and collision reductions while accommodating the volumes of traffic and providing an improved environment for pedestrian crossing. Considerations for locating pedestrian crossings further away from the roundabout have in the past been reviewed by Region staff and are not recommended as traffic speeds tend to increase the further away from the roundabout which would create a greater number and severity of collisions between motorists and pedestrians.</td>
</tr>
</tbody>
</table>
## Appendix D

**Erb Street and Waterloo Waste Management Centre Gates 1 and 2**

### Table 1: Life Cycle Cost Comparison

<table>
<thead>
<tr>
<th>Capital Costs</th>
<th>Traffic Signals</th>
<th>Roundabout</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated Construction Cost</td>
<td>$3.42 Million</td>
<td>$4.58 Million</td>
</tr>
<tr>
<td>Injury Crash Cost</td>
<td>$5.42 Million</td>
<td>$2.39 Million</td>
</tr>
<tr>
<td><strong>Total Cost (Present Value)</strong></td>
<td><strong>$8.84 Million</strong></td>
<td><strong>$6.97 Million</strong></td>
</tr>
<tr>
<td>Safety Performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Expected Injury Collisions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Per Year)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.11 (Gate 1)</td>
<td>0.28 (Gate 1)</td>
</tr>
<tr>
<td></td>
<td>1.55 (Gate 2)</td>
<td>0.39 (Gate 2)</td>
</tr>
<tr>
<td>Operational Performance 2024</td>
<td>Level of Service (LOS) C</td>
<td>Level of Service (LOS) A</td>
</tr>
<tr>
<td>Performance</td>
<td>with some movements at a lower LOS)</td>
<td></td>
</tr>
<tr>
<td>Overall Assessment</td>
<td>Preferred</td>
<td></td>
</tr>
</tbody>
</table>
Region of Waterloo

Transportation and Environmental Services

Design and Construction

To: Chair Wideman and Members of the Planning and Works Committee

Date: April 29, 2014

File Code: T04-20/7122B

Subject: Consultant Selection – Class Environmental Assessment, Detailed Design and Services During Construction, Fischer-Hallman Road From Bleams Road To Plains Road, City of Kitchener

Recommendation:

That the Regional Municipality of Waterloo enter into a Consultant Services Agreement with Associated Engineering Limited to provide consulting engineering services for a Class Environmental Assessment, detailed design, contract administration and construction inspection for improvements to Fischer-Hallman Road from Bleams Road to Plains Road in the City of Kitchener at an upset fee of $613,396.00 plus applicable taxes for the Class Environmental Assessment and detailed design phases, with contract administration and construction inspection services to be paid on a time basis as described in Report E-14-050 dated April 29, 2014.

Summary:

The Region of Waterloo wishes to proceed with the widening (from two to four lanes) of Fischer-Hallman Road from Bleams Road to Plains Road in the City of Kitchener in 2019. In order to meet this timeline, an engineering consultant must be hired now to undertake the Class Environmental Assessment, detailed design and construction administration in order to obtain all necessary approvals in advance of construction.

An invitation to submit Letters-of-Interest to provide engineering services for this assignment was advertised in the Waterloo Region Record and on the Region’s website. Eleven (11) letters of interest were received. Three (3) firms were short-listed and invited to submit detailed work plans and fee estimates.
Based on the evaluation criteria, review of the detailed work plans, schedules and upset fees provided, the Evaluation Team recommends that Associated Engineering be retained to undertake this consultant assignment at an upset fee limit of $613,396.00 plus applicable taxes for the Class Environmental Assessment and detailed design phases, with contract administration and construction inspection to be paid on a time basis. Associated Engineering’s fees of $613,396.00 plus applicable taxes for the Class Environmental Assessment and detailed design phases are within the consulting fee allowance provided for in the total project budget of $15,935,000.

Report:

1. Background

The section of Fischer-Hallman Road from Bleams Road to Plains Road is identified in the Region’s Transportation Master Plan, approved in 2011, for widening in the 5-10 year timeframe. Please see Appendix “A” for a Key Plan of the project limits. Construction is currently identified in 2019 in the Region’s approved 2014 Ten-Year Transportation Capital Program. To consider widening a roadway from two (2) to four (4) lanes, a Class Environmental Assessment Study must be completed in accordance with the requirements of the Municipal Class Environmental Assessment process. The widening (from two to four lanes) of the section of Fischer-Hallman Road from Ottawa Street to Bleams Road is currently in the detailed design phase with construction tentatively scheduled for 2016/2017.

The planning for the proposed road improvements to Fischer-Hallman Road from Bleams Road to Plains Road will include consideration of additional vehicle travel lanes, cycling facilities, sidewalk or boulevard multi-use trail, enhanced boulevard landscaping and new underground watermain and sanitary sewer. Additionally, modifications to the existing roundabouts on Fischer-Hallman Road at Huron Road and at Seabrook Drive, as well as consideration of a new roundabout (at a new intersection planned for an adjacent residential development) will be assessed. As there are several proposed residential developments along this section of Fischer-Hallman Road, the planning for these roadway improvements will integrate any required development works including new intersections, accesses, underground services and other elements. Planning for these roadway improvements will be completed in accordance with the Schedule “C” requirements of the Municipal Class Environmental Assessment.

The Region’s approved 2014 Ten-Year Transportation Capital Program includes funding in the amount of $15,935,000 in 2014-2020 inclusive for the Class Environmental Assessment, detailed design and construction of this project. Regional staff is fully committed to other capital projects and therefore staff recommends that an external consultant be hired to complete this project. Staff has determined that it is necessary to commence the engineering for this project now in order to provide...
sufficient time to complete the Class Environmental Assessment Study, detailed design, obtain any required property, undertake utility relocations and obtain required approvals in advance of construction in 2019.

2. Consultant Selection

An invitation to submit Letters-of-Interest to provide engineering services for this assignment was advertised in the Waterloo Region Record and on the Region’s website. Eleven (11) consultant firms submitted Letters-of-Interest. From a review of the submissions, three (3) firms were shortlisted based on their qualifications and these consultants were asked to submit a detailed work plan and upset fee for the Class Environmental Assessment and detailed design phases. The short-listed consultants were also requested to submit an estimate of fees for contract administration and construction inspection services.

The three (3) short-listed consultants were:
- Associated Engineering Limited;
- Delcan Corporation; and,
- MMM Group.

The Evaluation Team involved with the consultant selection consisted of:
- Delton Zehr, Project Manager, Design and Construction Division;
- Dave Weiler, Head, Transportation Capital Projects, Design and Construction Division;
- Hanan Wahib, Transportation Planning Engineer, Transportation Planning Division; and,
- Mark Liddell, Traffic Analyst, Transportation Engineering Division.

The evaluation criteria used for selecting the successful consultant were consistent with the Region’s Purchasing Bylaw which includes price as a factor in the selection process.

These evaluation criteria and their respective weightings were as follows:

**Quality Factors**

<table>
<thead>
<tr>
<th>Factor</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Approach and Understanding</td>
<td>35%</td>
</tr>
<tr>
<td>Experience of the Project Manager</td>
<td>20%</td>
</tr>
<tr>
<td>Experience of the Project Support Staff</td>
<td>10%</td>
</tr>
<tr>
<td>Experience on Similar Projects</td>
<td>15%</td>
</tr>
</tbody>
</table>

**Equity Factors**

<table>
<thead>
<tr>
<th>Factor</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Workload for Region</td>
<td>3%</td>
</tr>
<tr>
<td>Local Office</td>
<td>2%</td>
</tr>
</tbody>
</table>
The Letters-of-Interest submitted by all three (3) short-listed consultants demonstrated a good understanding of the project with capable project teams and experience on numerous similar projects. When considering the combination of quality, equity and price factors described above, Associated Engineering scored the highest of the three short-listed consultants. Associated Engineering’s upset fee of $613,396.00 plus applicable taxes for the Class Environmental Assessment and detailed design components was the second lowest of the prices and was 4.0% below the mean of the three (3) submitted prices.

Based on the above evaluation criteria, including review of the detailed work plans, schedules and upset fees provided, the Evaluation Team recommends that Associated Engineering be retained to undertake the Class Environmental Assessment, detailed design, contract administration and construction inspection of this project.

3. Scope of Work

For this engineering assignment, the consultant will complete the following tasks: review all background information, conduct a Schedule “C” Class Environmental Assessment Study, complete archaeological, built heritage, natural environmental, and drainage studies; conduct a public consultation program; develop and present design alternatives at Public Consultation Centres; complete final design of the road improvements; prepare contract drawings, specifications and tender documents; develop traffic staging plans; obtain all necessary agency approvals; assist during the tendering period; provide contract administration and site inspection services during construction; prepare record drawings; and provide post-construction services during the warranty period. A breakdown of the successful consultant’s upset fee is included in Appendix “B” attached to this report.

4. Schedule

Subject to Council’s approval of this consultant assignment, the proposed project schedule is outlined below. The construction schedule is dependent upon the extent and timing of any property acquisitions necessary to implement the proposed improvements.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data collection and preparation of base plans</td>
<td>May 2014 – September 2014</td>
</tr>
<tr>
<td>Class Environmental Assessment, Preliminary Design and Public Consultation Centre(s)</td>
<td>October 2014 – September 2015</td>
</tr>
</tbody>
</table>
5. Consultant’s Upset Fee

The short-listed consultants were each requested to submit an upset fee for consulting engineering services to complete the Class Environmental Assessment and detailed design, and were also requested to submit an estimate for contract administration and construction inspection fees. For road and drainage projects, the time required for contract administration and construction inspection can vary significantly depending on weather conditions, the actual contractor hired for construction and other unknown variables. Because an upset fee does not lend itself well to these types of services, it has been the Region’s practice for road and drainage projects to pay for contract administration and construction inspection fees on a time basis. It is recommended that this same practice be followed for this project. For budgetary purposes, staff has estimated the cost of contract administration and construction inspection services to be $370,000.00 plus applicable taxes, which is based on the preliminary estimate of fees submitted by Associated Engineering and a review of costs on similar projects. The upset fee limit for Associated Engineering to undertake the Class Environmental Assessment and detailed design for this assignment is $613,396.00 plus applicable taxes for consultant fees and disbursements.

The Region’s total budget for the Fischer-Hallman Road Improvements Project from Bleams Road to Plains Road is $15,935,000. Based on this total value of $15,935,000, the consultant’s upset fee limit for the Class Environmental Assessment and detailed design services of $613,396.00 plus applicable taxes represents approximately 3.85% of the estimated total cost for this project which at the low end of the normal fee range for a project of this type, size and complexity.

Corporate Strategic Plan:

The Fischer-Hallman Road Improvements Project from Bleams Road to Plains Road, when complete, will support “Focus Area 2 – Growth Management and Prosperity” and meets strategic objective number 2.2 to develop, optimize and maintain infrastructure to meet current and projected needs.
Financial Implications

Based on the upset fee schedule received from Associated Engineering, the total costs for the Class Environmental Assessment and detailed design phases are as follows:

Upset Consulting Fee $613,396.00
HST (13%) $79,741.48
Sub-Total $693,137.48
Less Municipal HST Rebate of 86.46% $68,944.48
Net Cost of Consulting Assignment $624,193.00

The Region’s approved 2014 Ten-Year Transportation Capital Program includes $15,935,000 in 2014-2020 inclusive for this project to be funded from the Development Charges Reserve Fund.

Associated Engineering’s fees for the Class Environmental Assessment and detailed design phases of this consulting assignment in the amount of $613,396.00 plus applicable taxes are within the consulting fee allowance provided for in the total budget of $15,935,000 for this project.

Other Department Consultations/Concurrence:
Nil

Attachments
Appendix “A” – Project Key Plan
Appendix “B” – Breakdown of Consultant’s Upset Fee Estimate

Prepared By: Delton Zehr, Project Manager, Design and Construction

Approved By: Thomas Schmidt, Commissioner, Transportation and Environmental Services
## Appendix “B”

**Associated Engineering – Upset Fee Breakdown**  
**Fischer-Hallman Road (Bleams Road to Plains Road)**  
**City of Kitchener**

<table>
<thead>
<tr>
<th>Task</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Project Initiation/Data Collection/Base Plan Preparation</td>
<td>$73,790.00</td>
</tr>
<tr>
<td>2. Class EA and Preliminary Design</td>
<td>$201,454.00</td>
</tr>
<tr>
<td>3. Detailed Design and Approvals</td>
<td>$176,952.00</td>
</tr>
<tr>
<td>4. Contract Documents, Specifications and Tendering</td>
<td>$82,160.00</td>
</tr>
<tr>
<td>5. Project Management</td>
<td>$60,940.00</td>
</tr>
<tr>
<td>6. Disbursements</td>
<td>$18,100.00</td>
</tr>
<tr>
<td><strong>Total Upset Fee Limit and Disbursements (excluding HST)</strong></td>
<td><strong>$613,396.00</strong></td>
</tr>
</tbody>
</table>
Region of Waterloo
Transportation and Environmental Services
Design and Construction

To: Chair Jim Wideman and Members of the Planning and Works Committee
Date: April 29, 2014
File Code: C04-30, 5766

Subject: Consultant Selection – Preliminary Design, Detailed Design, Construction Administration and Inspection Services for Snyder’s Road Improvements from Christian Street Easterly to Gingerich Road, Township of Wilmot

Recommendation:

That the Regional Municipality of Waterloo enter into a Consultant Services Agreement with Walter Fedy of Kitchener, Ontario to provide consulting engineering services for preliminary design, detailed design, contract administration and construction inspection for Snyder’s Road Improvements from Christian Street easterly to Gingerich Road in the Township of Wilmot at an upset limit of $266,794.94 plus applicable taxes for the preliminary design and detailed design phases, with contract administration and construction inspection to be paid on a time basis.

Summary:

The Region of Waterloo wishes to proceed with improvements on Snyder’s Road through the Village of Baden in the Township of Wilmot from Christian Street easterly to Gingerich Road in 2018. The total project length is 3500 metres and includes improvements to address poor pavement condition, consideration of new cycling facilities on both sides of the road, replacement of curb and gutter, replacement of storm sewers, culvert repairs or replacements and installation of infill sidewalks.

The Project Team includes staff representatives from the Township of Wilmot and the Region of Waterloo, as well as local Ward Councillor Barry Fischer.

In order to meet the 2018 construction timeline, an engineering consultant must be hired now to undertake the preliminary design, detailed design and construction services as
Region staff are fully committed to other capital projects at this time.

An invitation for Letters of Interest to provide engineering services was advertised in the Waterloo Region Record. Nine (9) firms submitted proposals, out of which four (4) were short-listed. Based on the evaluation criteria, review of the detailed work plans, schedules and upset fees provided by the shortlisted consultants, the Evaluation Team recommends that Walter Fedy be retained to undertake this assignment at an upset fee limit of $266,794.94 plus applicable taxes for the preliminary design and detailed design phases, with contract administration and construction inspection to be paid on a time basis.

The project schedule includes preliminary design and public consultation in 2014/2015 with detailed design, property acquisitions (if required) and utility relocations in 2016/2017 in advance of the 2018 construction. The Region's 2014 Ten Year Transportation Capital Program includes $4,935,000 for this project to be funded from the Road Rehabilitation Reserve Fund.

Report:

1. Background

Snyder's Road from Foundry Street to Gingerich Road in the Village of Baden is identified in the Region’s 2014 Ten Year Transportation Capital Program for reconstruction in 2018 in order to address the deteriorated road condition, replacement of curb and gutter and replacement of storm sewers. Other improvements to be considered include new infill pedestrian facilities and cycling facilities as part of the proposed reconstruction. In addition, the adjacent section of Snyder’s Road to the west from Foundry Street to Christian Street is also identified in the Region’s Capital Program in 2018 for resurfacing to address the deteriorated road condition. The total length of the project is 3500 metres and the limits are shown in Appendix “A”. The Township of Wilmot’s share of work on this project includes a portion of storm sewer replacement costs as well as costs associated with sidewalk repairs.

The Project Team that will direct this project includes staff representatives from the Township of Wilmot and the Region of Waterloo, as well as local Ward Councillor Barry Fischer.

Planning of these improvements will be completed in accordance with the Schedule ‘A+’ requirements of the Municipal Class Environmental Assessment (Class EA). Under the Region’s Transportation Corridor Design Guidelines, Snyder’s Road is classified as a “Neighbourhood Connector – Main Street” west of Brubacher Street and classified as “Rural Village – Main Street” east of Brubacher Street. “Neighbourhood Connector – Main Streets” are supportive of and prioritize active transportation and transit while “Rural Village – Main Streets” are prioritized for vehicular movement and active...
transportation. Snyder’s Road has a combination of residential and commercial uses on the lands abutting the project and on-street parking is currently permitted through most of the corridor.

Regional staff is fully committed to other capital projects at this time and therefore staff recommends that an external consultant be hired to complete this project. Staff has determined that it is necessary to commence the engineering for this project now, in order to provide sufficient time to complete the design phases, acquire any necessary property and complete utility relocations, if necessary, in advance of construction.

2. Consultant Selection

An invitation for Letters of Interest to provide engineering services for this project was advertised in the Waterloo Region Record on February 14, 2014. Nine (9) consultants submitted Letters of Interest. Following a review of the submissions, four (4) firms were short-listed based on their qualifications. The detailed work plans and upset fee quotes for design activities, plus an estimate of fees for contract administration and construction inspection services from the short listed consultants were then reviewed and a final selection was made based on the evaluation criteria.

The four short-listed consultants were: Delcan Corporation, IBI Group, MTE Consultants Inc. and Walter Fedy.

The Team involved with the consultant selection consisted of:

Ken Brisbois, Project Manager, Transportation - Design and Construction, RMOW
Mike Jones, Supervisor, Transportation - Traffic Engineering, RMOW
Tabot Eneme, Planner, Planning, Housing and Community Services, RMOW
Gary Charbonneau, Director of Public Works, Wilmot Township

The evaluation criteria used for selecting the successful consultant were in accordance with the Region’s Purchasing By-law and included price as a factor in the selection process. These evaluation criteria and their respective weightings were as follows:

**Quality Factors**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Approach and Understanding</td>
<td>35%</td>
</tr>
<tr>
<td>Experience of the Project Manager</td>
<td>20%</td>
</tr>
<tr>
<td>Experience of the Project Support Staff</td>
<td>10%</td>
</tr>
<tr>
<td>Experience on Similar Projects</td>
<td>15%</td>
</tr>
</tbody>
</table>
Equity Factors

Current Workload for Region 3%
Local Office 2%

Price Factor
Upset Price 15%

The Letters of Interest submitted by the four short-listed consultants demonstrated a good understanding of the project, capable project teams and experience on similar projects. When considering all quality, equity and price factors, the submission from Walter Fedy scored the highest. Walter Fedy had the second lowest upset fee submission and their price was well below the mean of the four submissions. Based on the above evaluation criteria, including the review of the detailed work plans, project approach, schedules and upset fees provided, the Project Team recommends that Walter Fedy be retained to provide the preliminary design, detail design, contract administration and construction inspection services for this project.

3. Scope of Work

For this engineering assignment, the consultant will: undertake a complete review of required infrastructure for existing and future conditions; develop and assess transportation improvement/reconstruction alternatives; conduct a public participation program; complete the preliminary and detailed design for the road improvements/reconstruction; assess the advantages and disadvantages of different construction staging alternatives; make presentations to Township of Wilmot Council and Regional Planning and Works Committee; prepare contract drawings, specifications and tender documents; obtain all necessary agency approvals; assist during the tendering period; provide contract administration and site inspection services during construction; prepare record drawings; and provide post-construction services during the warranty period. A breakdown of the successful consultant’s upset fee is included in Appendix B attached to this report.

4. Schedule

Subject to Council’s approval of the consultant assignment, the proposed implementation schedule is as follows:

<table>
<thead>
<tr>
<th>Base Plan, Preliminary Design and Generation of Alternatives</th>
<th>Spring 2014 to Spring 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Consultation Centres and Public Input</td>
<td>Spring to Fall 2015</td>
</tr>
</tbody>
</table>
5. Consultant’s Upset Fee

The short-listed consultants provided an upset fee for professional services for public consultation and engineering design, and also an estimate of contract administration and construction inspection fees. On road and bridge projects, the time required for contract administration and construction inspection can vary significantly depending on weather conditions, unforeseen developments during construction, contractor performance, and other unknown variables. Because an upset fee does not lend itself well to these types of services, it has been the Region’s practice on road and bridge projects to pay for contract administration and construction inspection services on a time basis. It is recommended that this same practice be followed for this project. For budgetary purposes, staff has estimated the cost of contract administration and construction inspection services to be $195,000 which is based on the preliminary estimate of fees submitted by Walter Fedy and a review of costs on similar projects.

The total estimated construction cost for this overall project including both the Region’s and Township’s work is $4,935,000. The upset fee for the design phases is $266,794.94 and represents approximately 5.4% of this estimated construction value which is at the low end of the range for a project of this magnitude and complexity.

Corporate Strategic Plan:

This project meets the Region’s Corporate Strategic Plan objective 2.2 to “Develop, optimize and maintain infrastructure to meet current and projected needs” under Focus Area 2 “Growth Management and Prosperity”.

Financial Implications

The Region’s 2014 Ten Year Transportation Capital Program includes $4,935,000 in years 2014 to 2019 inclusive for this project to be funded from the Road Rehabilitation Reserve Fund.

Based on the $266,794.90 upset fee limit of Walter Fedy, the net cost of this consulting assignment is $271,491.07 as per the following breakdown:
Walter Fedy $266,794.94  
H.S.T (13%) $34,683.34  
Sub-Total $301,478.28  
Less: Municipal Rebate of 86.46% of HST $29,987.22  
Total $271,491.06  

Walter Fedy’s total fees for the preliminary and detailed design and contract administration/construction inspection are within the consulting fee allowance provided for in the total budget for this project. The 2014 Ten Year Transportation Capital Program includes $50,000 for this project in 2014, which is sufficient funding to cover the scheduled consultant expenditures in 2014.

Other Department Consultations/Concurrence:

Nil

Attachments

Appendix A: Project Key Plan
Appendix B: Breakdown of Consultant’s Upset Fee

Prepared By: Ken Brisbois, Project Manager, Design and Construction

Approved By: Thomas Schmidt, Commissioner, Transportation and Environmental Services
Appendix “A”

Key Plan

REGIONAL ROAD No. 1
Snyder’s Road
(Christian Street to Gingerich Road)
Township of Wilmot
### Appendix B

**Preliminary and Detailed Design for Snyder’s Road Improvements from Christian Street Easterly to Gingerich Road, Township of Wilmot**

Breakdown of Consultants Upset Fee

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Initiation/Data Collection/Base Plan Preparation</td>
<td>$72,808.75</td>
</tr>
<tr>
<td>Class EA and Preliminary Design</td>
<td>$75,955.46</td>
</tr>
<tr>
<td>Detailed Design and Approvals</td>
<td>$98,510.30</td>
</tr>
<tr>
<td>Contract Document, Specifications and Tendering</td>
<td>$19,520.43</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td><strong>$266,794.94</strong></td>
</tr>
<tr>
<td>HST</td>
<td><strong>$34,683.34</strong></td>
</tr>
<tr>
<td><strong>Total Upset Fee</strong></td>
<td><strong>$301,478.28</strong></td>
</tr>
</tbody>
</table>
Region of Waterloo

Corporate Resources

Legal Services

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

Date: April 29, 2014  File Code: L07-90

Subject: Authorization to Expropriate Lands (2nd report) in The City Of Cambridge Designated as Part of Phase IV Of Stage 1 of the Rapid Transit Project Relating to Lands That are Necessary for Adapted Bus Rapid Transit

Recommendation:

That The Regional Municipality of Waterloo approve the expropriation of lands for the construction of part of Phase 4 of Stage 1 of the Rapid Transit Project comprised of property and interests located at various locations along the adapted Bus Rapid Transit alignment at the City of Cambridge, 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 Taking:

aBRT lands

1. Part Lot 1, Concession 12, East of Grand River, being Parts 1 and 2, 58R17984, Part of PIN 03793-0601, City of Cambridge, Regional Municipality of Waterloo (Part 581 Coronation Blvd., Cambridge, ON N1R 3E9)

2. Part Lot 1 and 2, North of Augusta Street, Plan 469, being Part 1, 58R17991, Part of PIN 03774-0135, City of Cambridge, Regional Municipality of Waterloo (Part 284 Water St. N., Cambridge, ON N1R 3C4)

3. Part Lot 2, North of Augusta Street, Plan 469, being Part 2, 58R17991, Part of PIN 03774-0134, City of Cambridge, Regional Municipality of Waterloo (Part 50 Augusta St., Cambridge, ON N1R 1G2)

4. Part Lot 1, South of Augusta Street, Plan 469, being Part 3, 58R17991, Part of PIN 03774-0132, City of Cambridge, Regional Municipality of Waterloo (Part 278 Water
5. Part Lot 1, South of Augusta Street, Plan 469, being Part 4, 58R17991, Part of PIN 03774-0131, City of Cambridge, Regional Municipality of Waterloo (Part 276 Water St. N., [aka 261-273 Water St. S.] Cambridge, ON N1R 3C3)

6. Part Lots 11 and 12, Southwest of Macadamized Street, Plan 440, being Parts 7 & 8, 58R17991, Part of PIN 03807-0006, City of Cambridge, Regional Municipality of Waterloo (Part 275 Water St. N., Cambridge, ON N1R 3B9)

7. Part Lot 11, Southwest of Macadamized Street, Part of Lots 19, 20 and 21, East of Hunter Street, Plan 440, being Part 9, 58R17991, Part of PIN 03807-0007, City of Cambridge, Regional Municipality of Waterloo (Part 273 Water St. N., Cambridge, ON N1R 3B9)

8. Part Lot 29, Plan 610, being Part 1, 58R17976, Part of PIN 03795-0011, City of Cambridge, Regional Municipality of Waterloo (Part 183 Hespeler Rd., Cambridge, ON N1R 3H6)

9. Part Lot 1 and 3, Plan 1365, being Parts 1 and 2, 58R17978, Part of PIN 03766-0285, City of Cambridge, Regional Municipality of Waterloo (Part 10 Pinebush Rd., [aka 671 Hespeler Rd] Cambridge, ON N1R 7J8)

10. Part Lot 45, Plan 1364, being Parts 3 & 4, 58R17978, Part of PIN 03767-0100, City of Cambridge, Regional Municipality of Waterloo (Part 684 Hespeler Rd., Cambridge, ON N1R 6J8)

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 Regional staff determine that the expropriation is not advisable.
Summary:

NIL

Report:

A. Project Authorizations

On June 15, 2011 Regional Council approved LRT as the preferred rapid transit technology from Conestoga Mall in the City of Waterloo through the City of Kitchener to the Ainslie Street Terminal in the City of Cambridge (the “Rapid Transit Project”). Stage 1 of the Rapid Transit Project will include LRT service from Conestoga Mall in the City of Waterloo to Fairview Park Mall in the City of Kitchener, as well as, aBRT service from Fairview Park Mall in the City of Kitchener to the Ainslie Street Terminal in the City of Cambridge.

B. Project Details

The Region initiated a Transit Project Assessment (“TPA”) with respect to Stage 1 of the Rapid Transit Project (“Stage 1”) in November of 2011, which has been completed and has provided results that are permissive of the construction and operation of Rapid Transit within the approved rapid transit corridor.

The procurement of services for the construction of aBRT will commence shortly. It is expected that most or all of the work required for the implementation of aBRT will be completed this year.

The land acquisition/expropriation process for the Rapid Transit Project has been divided into several separate and distinct phases. At this time, all lands that form part of Phases 1, 2 and 3 of the land acquisition/expropriation process for the Rapid Transit Project have either been acquired or expropriated with the exception of lands owned by the City of Kitchener and the City of Waterloo which are the subject of ongoing negotiation.

C. Phase 4 Properties

The land requirements identified in this Report have been designated as part of Phase 4 (“Phase 4”) of the land acquisition/expropriation process for the Rapid Transit Project. For clarity, the property list that is contained in the Recommendation to this Report only includes Phase 4 properties that are required for aBRT. The expropriation of Phase 4 aBRT properties is being fast tracked in order to meet aBRT construction timelines. There is one property that is required from the City of Cambridge for aBRT being Part Lot 12, Southwest of Macadamized Street, Plan 440, more particularly described as Parts 5 and 6, 58R17991, Part of PIN 03807-0005, City of Cambridge, Regional Municipality of Waterloo (Part Dundas St. N. & Water St. N., Cambridge, ON – Parkette) which is the subject of ongoing negotiation with City staff and is not being expropriated.
The expropriation of Phase 4 properties required for LRT and for the Northfield Works (as defined in Report CR-RS-13-089) will be the subject of a separate staff Report at a later date, in accordance with required possession dates for those properties.

The commencement of the expropriation process for the properties that are the subject of this Report was approved by Regional Council on November 20, 2013 pursuant to Report CR-RS-13-089. The appropriate forms were served to initiate formal proceedings under the Act for these properties. All of the affected property owners were previously contacted by Legal Services staff and informed of the project, as well as, the Region’s intention to commence the expropriation process and the Region’s Expropriation Information Sheet was provided to each of them. The Region did not receive any Notices for a Hearing of Necessity for properties that are the subject matter of this Report and, therefore, no Hearings of Necessity were held.

Legal Services staff contacted all property owners that are affected by this Report and informed them of the Region’s intention to continue with the expropriation process including this Report CR-RS-14-028 in order to ensure that the construction timeline is maintained. Legal Services staff will continue to correspond with all property owners affected by aBRT in order to reach a negotiated settlement with as many as possible.

The next step in the expropriation process for the above-listed properties is for Council to approve the expropriation of those property interests. This approval will ultimately be endorsed upon a certificate of approval on the Plan of Expropriation (the “Plan”) for those properties not acquired under agreement. The Plan must then be registered within three months of Regional Council’s approval. Ownership of affected properties vests with the Region upon the registration of the Plan. Notices of Expropriation are then served upon all registered owners, including tenants as shown on the assessment roll.

Once ownership by the Region is secured through the registration of the Plan, it is possible to serve Notices of Possession upon affected parties. The date for possession can be no sooner than three months following the date of service of the Notice of Possession. The Notices of Expropriation and Notices of Possession may be served at the same time. In order to meet the construction time line, possession of all the lands that are the subject of this Report will be secured by fall of 2014. Accordingly, Legal Services staff will be proceeding expeditiously to register the Plans and serve the Notices of Expropriation and Notices of Possession following approval by Regional Council.

After registration of the Plans and prior to the taking of possession of affected properties, the expropriating authority is required to serve the registered owners with an offer in full compensation for their expropriated interests in land. The offer must be accompanied by the immediate payment of one hundred percent (100%) of the appraised market value of the land to the registered owners as estimated by the Region’s appraiser. The registered owners are also to be served with a report appraising the market value of the property which forms the basis for the offer of
It is to be noted that the expropriation of lands is on an "as is" basis and upon the registration of the Plan, the Region assumes all responsibility for the lands.

The subject lands are shown on the maps attached as Appendix “A” hereto. Regional staff have conducted recent corporate profile searches of affected property owners, as applicable, which are attached as Appendix “B” hereto.

Corporate Strategic Plan:

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

Financial Implications:

In June 2011, Council approved the implementation of the Rapid Transit project, including LRT and aBRT, with estimated capital costs of $818 million, in 2014 dollars, with capital funding to be provided by the Province (up to $300 million), the federal government (one third of eligible project costs to a maximum of $265 million) and the Region ($253 million). The RT project and improvements to conventional transit are financed through an annual tax rate increase.

Land acquisition is being carried out by the Region outside of the DBFOM. This has been accommodated within the overall Rapid Transit Project budget.

Other Department Consultations/Concurrence:

Rapid Transit staff and Finance staff have been consulted in the preparation of this Report.

Attachments

Appendix “A” – Maps

Appendix “B” – Corporate Profile Searches.

Prepared By: Liviu Cananau, Solicitor, Property (Rapid Transit)

Approved By: Debra Arnold, Regional Solicitor, Director of Legal Services
Appendix “A”

Abrt- Cambridge Properties

581 Coronation Boulevard
284 Water Street North
50 August Street
278 Water Street North
276 Water Street North
275 Water Street North
273 Water Street North
10 Pinebush Road
684 Hespeler Road

183 Hespeler Road
Appendix “B”

**Numbers are cross-referenced to the Property List as shown on Pages 1 and 2 on main body of this report**

**Fee Simple Partial Taking:**

**aBRT lands**

1. 581 Coronation Blvd., Cambridge, ON N1R 3E9  
   Owner: Babcock & Wilcox Canada Ltd.  
   Annual Return: January 14, 2014  
   Directors/Officers: Jenny L. Apker, David S. Black, James D. Canafax, John MacQuarrie, Angela P. Winter, Joseph A. Zwetolitz

2. Part 284 Water St. N., Cambridge, ON N1R 3C4  
   Owner: Xpolice Traffic ticket Services Professional Corporation  
   Annual Return: n/a  
   Directors/Officers: Ivon Joseph Fournier

3. 50 Augusta St., Cambridge, ON N1R 1G2  
   Owner: St. Mary’s Macedonian Orthodox Church Cambridge, Canada (Non-Share Corporation)  
   Annual Return: March 25, 2008  

4. 278 Water St. N., Cambridge, ON N1R 3C3  
   Owner: St. Mary’s Macedonian Orthodox Church Cambridge, Canada (Non-Share Corporation)  
   Annual Return: March 25, 2008  
5. 275 Water St. N., Cambridge, ON N1R 3B9  
   Owner: The TDL Group Ltd.  
   Annual Return: n/a  
   Directors/Officers: n/a

6. 273 Water St. N., Cambridge, ON N1R 3B9  
   Owner: Barhav Developments Limited  
   Annual Return: October 2, 2012  
   Directors/Officers: Jill E. Aebker, Cynthia Devine, Paul D. House, William A. Moir, Rolan M. Walton

7. 10 Pinebush Rd., [aka 671 Hespeler Rd] Cambridge, ON N1R 7J8  
   Owner: Hero’s Fountain Limited  
   Annual Return: May 4, 2013  
   Directors/Officers: James Kennedy McPherson

8. 684 Hespeler Rd., Cambridge, ON N1R 6J8  
   Owner: Imperial Oil Limited – Federal Corporation  
   Annual Return: 2013  
   Directors/Officers: Jack M. Mintz, Sheelagh d. Whittaker, Victor L. Young, Krystyna Hoeg, Darren Woods, Richard Kruger, David s. Sutherland
Region of Waterloo

Transportation and Environmental Services

Transportation

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

Date: April 29, 2014 File Code: T04-03/WMCB

Subject: West Montrose Covered Bridge Preservation Plan

Recommendation:

For Information.

Summary:

In April of 2013, a report was submitted to the Planning and Works Committee (E-13-054), which recommended a number of short term preservation measures be undertaken at the West Montrose Covered Bridge, as well as the creation of a longer term bridge preservation plan. The majority of the short term preservation measures were implemented with the remaining three measures scheduled for completion in 2014 and 2015, as identified in report (E-14-044).

A consultant was retained to assist with the development of the bridge preservation plan (the Plan). The objective of the Plan is to identify a proactive sustainable program for the preservation of the covered bridge for the enjoyment of generations to come. Development of the Plan has included input from all stakeholders and interested parties gathered at a number of meetings in the latter part of 2013. The full Plan is available in the Councillor’s Library, and is summarized in this report.

The Plan identified both major and minor risks to the covered bridge, and provided potential mitigation measures for each risk. The risks were then evaluated and a list of recommended capital and maintenance works was created as a result.

The total risk mitigation capital needs for the West Montrose Covered Bridge require funding of $1,010,000 over the next 10 years, and will be included in future updates to the Region’s Transportation Capital Program. Of the total $1,010,000 required, $115,000 in funding will be required in 2014, and will need to be added as part of the
April 29, 2014

mid year review of the Transportation Capital Budget, and be funded from the Roads Rehabilitation Reserve Fund.

In addition to the risk mitigation capital needs, approximately $15,000 annually will be required for regular maintenance and upkeep of the structure. The $15,000 will need to be funded from the Transportation Operations Maintenance Budget, and may require a base budget adjustment in 2015.

Report:

The West Montrose Covered Bridge is a heritage structure designated by the Township of Woolwich under the Ontario Heritage Act, is ranked as one of the top ten most historically significant bridges in Waterloo Region, and is the last remaining covered bridge in Ontario. It is highly valued as a tourist attraction, a local community access route, a convenient route for horse-drawn buggies, and as part of a unique cultural heritage landscape.

In April of 2013, a report was submitted to the Planning and Works Committee (E-13-054), which recommended a number of short term preservation measures be undertaken at the West Montrose Covered Bridge, as well as the creation of a longer term bridge preservation plan. The short term preservation measures recommended in April, 2013 and their current status are as follows:

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Installation of additional load restriction signs, including signs specifically restricting tractors, buses, trucks and limousines from using the bridge.</td>
<td>Installation complete. In conjunction with the early warning signs, alterations to these signs will take place in the Spring, 2014</td>
</tr>
<tr>
<td>Installation of early warning signs on routes that lead to the bridge. Each sign will provide advanced warning of the load restriction, and display details on alternate routes. Locations are being finalized.</td>
<td>Initial installation complete. After a review of usage patterns, a second iteration of signage will be installed by the Spring, 2014</td>
</tr>
<tr>
<td>Replacement of the roof ridge cap.</td>
<td>Complete</td>
</tr>
<tr>
<td>Installation of additional survey points for twice-yearly field surveying of the bridge superstructure.</td>
<td>To be undertaken in 2014.</td>
</tr>
</tbody>
</table>
### Recommendation | Current Status
---|---
Upgrading of specific tongue and groove wood panels to facilitate annual engineering inspection of the internal bailey truss. | Complete.
Delivery of post cards to homes, farms and businesses in Woolwich Township with notification of the load limit. | Complete.
Notification of the load limit to commercial vehicle operators (limousines, bus, delivery companies, couriers). | Complete.
Installation of a heritage recognition plaque at the bridge. | To be undertaken in 2014.
Prune trees from north (village) end of bridge. | Complete.
Updating electronic media and maps, including making information available to map providers such as Google, to indicate bridge restrictions. | Complete.
Improve lighting inside the bridge. | To be undertaken in 2015.

In addition to the short term preservation measures listed above, the April 2013 report recommended the creation of a longer term bridge preservation plan for the bridge. The objective of the bridge preservation plan (the Plan) is to identify a proactive sustainable program for the preservation of the covered bridge for the enjoyment of generations to come.

The IBI Group was retained to assist with the development of the Plan. Development of the Plan has included input from the Township of Woolwich, all stakeholders and interested parties gathered at a number of meetings in the latter part of 2013. The full Plan is available in the Councillor’s Library.

The Plan identified both major and minor risks to the covered bridge, and provided potential mitigation measures for each risk. The risks were then evaluated and a list of recommended capital and maintenance works was created as a result. The identified risks include:
<table>
<thead>
<tr>
<th>Risk Group</th>
<th>Description of Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geometrics and Alignment</td>
<td>Risks include:</td>
</tr>
<tr>
<td></td>
<td>- Bridge Sag;</td>
</tr>
<tr>
<td></td>
<td>- Distortion of the bridge portal frames; and</td>
</tr>
<tr>
<td></td>
<td>- Bracing systems.</td>
</tr>
<tr>
<td>Loading</td>
<td>Risk of vehicles heavier than the current 3 tonne load posting crossing the bridge</td>
</tr>
<tr>
<td>Oversized Vehicles</td>
<td>Risk of a vehicle that is oversized (by height or by width) striking the bridge</td>
</tr>
<tr>
<td>Fire</td>
<td>Fire is a risk at this location, due to the timber members of the bridge.</td>
</tr>
<tr>
<td>Vandalism</td>
<td>All remote areas are subject to risk through vandalism.</td>
</tr>
<tr>
<td>Illumination</td>
<td>Updating of the lighting system will increase safety and be a deterrent to vandalism.</td>
</tr>
<tr>
<td>Signage and Operational Issue</td>
<td>A mix of advisory and regulatory signage is expected to assist in deterring overweight and oversized vehicles from crossing the bridge.</td>
</tr>
<tr>
<td>Approach Safety</td>
<td>The current guide-cable system at the bridge does not provide adequate protection for errant vehicles.</td>
</tr>
<tr>
<td>Natural Hazards</td>
<td>Risks include:</td>
</tr>
<tr>
<td></td>
<td>- Lightning;</td>
</tr>
<tr>
<td></td>
<td>- Flood;</td>
</tr>
<tr>
<td></td>
<td>- Snow;</td>
</tr>
<tr>
<td></td>
<td>- Ice (jamming); and</td>
</tr>
<tr>
<td></td>
<td>- Animal waste (risk to the structural integrity of wooden members due to animal waste in areas of the bridge not regularly accessed by humans).</td>
</tr>
</tbody>
</table>
For each of the risks identified above, a series of mitigation options were presented in the Plan, along with estimated costs for each measure.

The risks, with their associated mitigation measures were then evaluated. When prioritizing the implementation of mitigation measures, the objective is to eliminate/reduce the most significant risks sequentially with the overall risk to the structure being reduced to an acceptable level over a time line compatible with funding availability. That is:

- Assess the current highest risk;
- Reduce the highest risk by implementing the first mitigation measure;
- Re-review and assess the new highest risk;
- Apply first mitigation to this item; and
- Continue this process until risk levels for all items are reduced to an acceptable level.

This permits proactive resolution of issues within a programmed budget on a predetermined time base.

Outcomes

Capital Plan

Based on the foregoing discussions and in line with the need for a proactive management plan for the West Montrose Covered Bridge, a suggested 10 year capital program for improvements and risk mitigation is provided in the report. The capital plan includes the following elements. More detailed descriptions of the elements and proposed timing are provided in Appendix A of this report. The detailed scope of these elements will be determined through further staff technical review and annual budget deliberations.

Capital Improvements:

- Fire alarm system;
- Lightning rods;
- Regulatory and advisory signage improvements;
- Approach barrier upgrades;
- Bracing restoration;
- Snow loading and flooding assessments;
- Installation of a sprinkler system (dry sprinkler first, then upgrading to automated sprinklers);
- Illumination upgrades;
- Floor beam and bailey system strengthening (twinning of the bailey system);
- Survey sensor installation;
• Painting – interior;
• Painting – exterior; and
• Roof reshingling.

The total risk mitigation and capital improvements for the West Montrose Covered Bridge require funding of $1,010,000 over the next 10 years. Of the total $1,010,000 required, $115,000 in funding will be required in 2014 to undertake the following:

• Fire Protection System (phase 1 of 3) – Alarm;
• Lightning Rods;
• Regulatory and Advisory Signage improvements;
• Approach barrier upgrades;
• Bracing restoration;
• Snow loading and flooding assessments;
• Truing the Frames; and
• Survey Sensor installation.

**Maintenance Program**

The maintenance program should be a proactive process to both maintain the structure in its current condition and to prevent further degradation where possible. The annual program should include:

• Systematic cleaning and general maintenance should be a part of any asset management plan including removal of animal droppings from behind the interior board works;
• Review of structural systems;
• Tightening bracing and hanger rods;
• Deflection and translation monitoring;
• Fire systems testing;
• Review of roadway surface through the bridge with repair/replacement as required; and
• Tree pruning at portals.

The estimated cost for the maintenance items is approximately $15,000 annually.
Corporate Strategic Plan:

The creation of the West Montrose Covered Bridge Preservation plan supports Focus Area 2 – Growth Management and Prosperity of the Strategic Plan, and in particular Strategic Objective 2.2 by continuing to develop, optimize, and maintain infrastructure to meet current and projected needs.

Financial Implications

The total risk mitigation capital needs for the West Montrose Covered Bridge require funding of $1,010,000 over the next 10 years, and will be included in future updates to the Region’s Transportation Capital Program. Of the total $1,010,000 required, $115,000 in funding will be required in 2014, and will need to be added as part of the mid year review of the Transportation Capital Budget, and be funded from the Roads Rehabilitation Reserve Fund.

In addition to the risk mitigation capital needs, approximately $15,000 annually will be required for regular maintenance and upkeep of the structure. The $15,000 will need to be funded from the Transportation Operations Maintenance Budget, and may require a base budget adjustment in 2015.

Other Department Consultations/Concurrence:

The Planning, Housing, and Community Services department was consulted during the preparation of this report, as were the following agencies / associations:

- Heritage Planning Advisory Committee (HPAC); and
- The BridgeKeepers (West Montrose Residents Association Inc.).

Attachments

Appendix A – West Montrose Covered Bridge Capital Improvement Element Descriptions and Proposed Timing

Prepared By: Shawn Buckley, Senior Transportation Infrastructure Engineer

Approved By: Thomas Schmidt, Commissioner, Transportation and Environmental Services
## Appendix A – West Montrose Covered Bridge Capital Improvement Element Descriptions and Proposed Timing

<table>
<thead>
<tr>
<th>Element</th>
<th>Description</th>
<th>Proposed Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Alarm System</td>
<td>Phase I - the installation of a detection (alarm) system linked to emergency responders. This is considered the minimum level of mitigation. However it is noted that with only this measure in place the structure remains at a high level of risk of loss due to fire due to the finite response times of local responders. Additionally, fire retardant coatings will be investigated, which are designed to “slow down the burn”, thereby giving first responders more time to reach the structure in a fire.</td>
<td>2014</td>
</tr>
<tr>
<td></td>
<td>Phase II - Installation of a dry stand pipe and sprinkler system to provide hook up for pumper unit. This, although cheaper than a full automated sprinkler suppression system, relies on fire department response times</td>
<td>2015</td>
</tr>
<tr>
<td></td>
<td>Phase III – installation of an automated sprinkler system, which will require an automated pumping system and water supply</td>
<td>2016</td>
</tr>
<tr>
<td>Lightning Rods</td>
<td>Installed on the roof of the structure, lighting rods will reduce the risk of fire.</td>
<td>2014</td>
</tr>
<tr>
<td>Regulatory and Advisory Signage improvements</td>
<td>It is considered that improved signage is a positive benefit at a relatively low cost. Improved signage will attempt to direct overweight, and oversized vehicles away from the bridge.</td>
<td>2014</td>
</tr>
<tr>
<td>Element</td>
<td>Description</td>
<td>Proposed Timing</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Approach barrier upgrades</td>
<td>The existing guide cable system is considered insufficient protection on the approaches and should be replaced by a code compliant barrier system. Such a system would also provide a more significant fall protection for the public and reduce the Region’s exposure to risk. An appropriate timber system was utilized by the Region at the Mill Race bridge improvements in Cambridge.</td>
<td>2014</td>
</tr>
<tr>
<td>Bracing restoration</td>
<td>The original interior horizontal bracing and (supplementary) cable bracing is loose. The connection details in the rafters require further investigation to confirm proper design and function.</td>
<td>2014</td>
</tr>
<tr>
<td>Truing of Frames</td>
<td>The frames that support the exterior cladding show significant out of true or twist within the structure. This is due to a combination of factors including differential movements of the truss systems, lack of transverse rigidity and loss of functionality of internal and external bracing systems. Frames can be trued using jacking systems but the work will also require ships knees (reinforcing) to maintain frames square.</td>
<td>2014</td>
</tr>
</tbody>
</table>
| Snow Loading and Flooding       | Studies to be completed to verify;  
• Loading of structure in the event of significant flood warning to mitigate against wash out. Loading or addition of anchorage at pier and abutment  
• Structural behaviour under significant snow loading | 2014            |
<table>
<thead>
<tr>
<th>Element</th>
<th>Description</th>
<th>Proposed Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Illumination Upgrades</td>
<td>Attributes included in the Heritage Designation included ‘the system of illumination by decorative electric interior lamps”. Electric illumination was introduced by the Ministry of Transportation in 1950. Currently it is in the form of Standard Ministry underpass lighting units which are not considered decorative. It is thought that the reference to decorative is to earlier installed illumination units. This will be investigated further by staff. As in urban areas, visibility greatly reduces the occurrence of vandalism. On a cost and effectiveness basis, illumination and the removal of potentially obscured areas provides the most appropriate mitigation against vandalism.</td>
<td>2015</td>
</tr>
</tbody>
</table>
| Floor beam and bailey system strengthening | The current strength levels of members dictate a first failure would occur in the floor beams. It is desirable to maintain this “fuse” rather than pushing the failure critical member to the bailey trusses. Therefore, strengthening would require strengthening of both floor beams and bailey trusses to maintain this balance by:

  a) Strengthening of floor beams, and;

  b) Twinning of the bailey truss system.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2017 - 2018     |
<p>| Reduce Sags                   | It has been noted during site reviews that the bridge has noticeable sags in each span. The sag has evolved over a period of time causing a gradual deformation of the timbers and associated movements in the dry joints of the trusses. Caution will be required to remove the sags to minimize the potential for distress in the structure.                                                                                                                                                                                                                                                                                                                                                                                                  | 2017            |</p>
<table>
<thead>
<tr>
<th>Element</th>
<th>Description</th>
<th>Proposed Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey sensor installation</td>
<td>Installation of survey sensors will allow for ongoing monitoring of the movement of the bridge (horizontal, vertical, and rotational)</td>
<td>2014</td>
</tr>
<tr>
<td>Painting – interior</td>
<td>Painting of interior cladding and bailey truss cover boards</td>
<td>2016</td>
</tr>
<tr>
<td>Painting – exterior</td>
<td>Painting of exterior cladding</td>
<td>2021</td>
</tr>
<tr>
<td>Roof Reshingling</td>
<td>Replacing the roof shingles, assuming a 25 year life</td>
<td>2018</td>
</tr>
</tbody>
</table>
Region of Waterloo
Transportation and Environmental Services
Transportation

To:        Chair Jim Wideman and Members of the Planning and Works Committee
Date:     April 29, 2014
File Code: T14-01, T13-01
Subject:  Progress Update Regarding Enhancing Pedestrian and Cyclist Mobility on Roads in Ontario and Provincial Bill 173

Recommendation:
For information.

Summary:
NIL

Report:
Regional staff has been working with the Ministry of Transportation Ontario (MTO) for several years now with a goal of amending the Highway Traffic Act (HTA) legislation to enhance pedestrian and cyclist mobility in Ontario. Past efforts have included but are not limited to collaborating with Ministry of Transportation staff on the development of new guidelines concerning use of various pedestrian crossing control devices. As part of this particular project also known as Ontario Traffic Manual Book 15, Pedestrian Crossing Facilities, the Region sought new HTA regulations that would permit the installation of a new proposed pedestrian crossing device named Type 2 PXO. The Type 2 PXO was proposed to have similar regulations that govern the operations of the traditional overhead pedestrian crossover device but would not require the use of overhead flashing beacons or pedestrian actuation. This device was proposed to be used on low speed roadway environments as well as at roundabouts and right-turn channels. Members of Planning and Works committee have been provided information in the past regarding this particular initiative and proposed device as well as other initiatives to encourage the Ministry of Transportation to update outdated legislation that limits the mobility of pedestrians. In recent meetings with MTO concerning Ontario Traffic Manual (OTM) Book 15, tentative agreement has been reached regarding the use of a non-actuated pedestrian crossing device at roundabouts with an ability to enhance the control should capacity and or safety issues necessitate. The Region intends to use this sign once regulatory changes have been authorized by the Ministry.
of Transportation.

More recently, and similar to the process used to develop Book 15, Regional staff has also been recommending enhancements to the HTA related to cycling through the development of another Ontario Traffic Manual guideline entitled OTM Book 18.

Regional staff is quite pleased to inform committee members that Bill 173 also referred to as Keeping Ontario’s Road Safe Act has been introduced into the legislature by the Honourable Glen Murray, Minister of Transportation. Bill 173 includes and addresses the proposed amendments requested by Regional staff through the OTM Book 15 and 18 committees. Bill 173 has received first reading on March 17, 2014. In order for a Bill to be passed it must also receive second and third reading as well as Royal Assent in the legislature. Highlights of the proposed Bill are noted below. Bill 173 aligns with goals and objectives of the Region’s active Transportation Master Plan. An excerpt from the Explanatory Note of the Bill related to pedestrians and cycling is provided in Appendix A.

**Proposed Amendments Related to Pedestrians**

- Amending the HTA to permit the Minister to make regulations respecting pedestrian crossovers that will allow for new pedestrian crossing devices similar to the proposed Type 2 PXO to be applicable on low speed and low-volume roads as requested by the Region; and

- Amending the HTA to require motorists to remain stopped at pedestrian crossovers or school crossings until the pedestrian has crossed the entire roadway.

**Proposed Amendments Related to Cycling**

- Permitting the operation of traffic signals specific to cyclists;
- Removing restrictions that prohibit cyclists from riding in crosswalks;
- Requiring motorists to provide cyclists 1m of space when passing;
- Permitting contra-flow cycling lanes on one-way roadways; and
- Permitting cyclists to ride on the paved shoulder of highways that are divided into two separate roadways.

Regional staff as well as staff from each local municipality and Waterloo Regional Police Services that form the Regional Traffic Coordinating Committee support the proposed Bill 173.

**Corporate Strategic Plan:**

The report addresses the Region’s goal to develop, promote and integrate active forms of transportation (cycling and walking) (Strategic Objective 3.2).
Financial Implications
Nil

Other Department Consultations/Concurrence:
Nil

Attachments
Appendix A – Explanatory Note of Bill 173

Prepared By: Bob Henderson, Manager, Transportation Engineering

Approved By: Thomas Schmidt, Commissioner, Transportation and Environmental Services
EXPLANATORY NOTE
The Bill amends the **Highway Traffic Act** in respect of various matters.

**Bicycling**
Section 62 of the Act is amended to permit bicycles to carry a flashing red lamp on their rear; this may be in addition to or instead of the red light or reflector on their rear that is currently required. Subsection 62 (18) of the Act, which imposes a $20 fine for contravening the requirements for lights and reflectors on bicycles, is repealed. Section 144 of the Act is amended to allow for traffic control signals that are specific to bicyclists. In locations where there are both bicycle traffic control signals and regular traffic control signals, bicyclists will be required to obey the bicycle traffic control signals. Subsection 144 (29) of the Act is amended to remove the prohibition against riding or operating a bicycle along a crosswalk.

Section 148 of the Act is amended to require the driver of a motor vehicle overtaking a bicycle to maintain a distance of at least one metre between the vehicle and bicycle. Current section 153 of the Act provides that vehicles and street cars must be driven only in one direction on one-way streets. This is amended to allow for the designation of a bicycle lane on one-way streets that goes in the opposite direction. A consequential amendment is made to subsection 147 (2) of the Act.

Section 156 of the Act is amended to permit bicycles to be ridden or operated on the paved shoulder of a highway that is divided into two separate roadways. Inconsistent terminology is currently used throughout the Act to describe bicycling: riding, riding on and operating are used in reference to bicycles (including power-assisted bicycles), and driving, in reference to a vehicle, also includes bicycling. A number of provisions are amended so that they consistently use “ride or operate” in reference to a bicycle or, where the bicycle in the provision does not include a power-assisted bicycle, “ride”. The usage of “drive” in reference to vehicles, which includes bicycles, is unchanged.

**Pedestrian Safety**
Sections 140 and 176 of the Act are amended to require drivers to remain stopped at a pedestrian crossover or school crossing until the person crossing the street and the school crossing guard are off the roadway. The current Act allows drivers to proceed once the person crossing and the school crossing guard are no longer on the driver’s half of the roadway. Other amendments to section 140 of the Act consolidate the duties of drivers and pedestrians at pedestrian crossovers: drivers must stop before entering the crossover and not overtake another vehicle already stopped at the crossover; pedestrians (which includes persons in wheelchairs) must not enter a cross-over and into the path of a vehicle or street car that is so close that the driver cannot stop.

In new subsection 140 (8), the Minister of Transportation is authorized to make regulations respecting pedestrian crossovers, including prescribing signs and markings. The definition of “pedestrian crossover” in subsection 1 (1) of the Act is amended to remove the requirement that it be designated by a municipal by-law.
Region of Waterloo

Transportation and Environment Service

Waste Management Division

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

Date: April 29, 2014                   File Code: E20-40 (A)

Subject: More Plastic Bags and Outer Wrap to be Recycled in the Blue Box Program

Recommendation:

For information.

Summary:

Nil

Report:

The Region of Waterloo’s Blue Box Program currently collects and recycles grocery and retail plastic bags. Recent advances in technologies have opened new opportunities for the recycling of additional plastic bags and plastic outer wrap.

Effective immediately, residents can include more plastic bags and outer wrap (plastic # 4 and # 6) in the Blue Box program. Examples include items such as bread, milk, water softener bags and produce plastic bags, and the outer wrap found on paper towels, diapers, and soft drink and juice cases.

Some plastic bags remain unrecyclable due to its mixed plastic composite and multi-layered construction. A communication plan will launch in May to educate residents on what type of plastic bags and plastic outer wrap can and cannot go into their blue box. This plan includes print advertisements, a new resident in-home flyer and electronic media.

Residents are accustomed to separating and recycling grocery and retail plastic bags and have previously requested expanding the program to include more types of plastic bags. As the Region already receives a wide range of plastic bags in its curbside Blue Box Program.
Box collection program, the acceptance and implementation of these new items is expected to be welcomed and immediate.

**Corporate Strategic Plan:**

This report has been prepared consistent with the Corporate Strategic Objective of Focus Area 1 “Environmental Sustainability: Protect and Enhance the Environment” and particularly action 1.3 “Reducing the Amount of Waste Requiring Landfill.”

**Financial Implications**

The Region currently collects approximately 27,000 metric tonnes of mixed fibres and plastic bags annually. Of the 27,000 metric tonnes, plastic grocery and retail bags represent approximately 1.34 per cent or 360 metric tonnes by weight of the total mixed fibre and plastic bag mix. The additional materials are expected to increase to approximately 2 per cent or 540 metric tonnes by weight of the total mixed fibre and plastic bag and outer wrap mix over time, resulting in no net increase in cost once the revenue for the sale of the additional plastic is accounted for.

Promotion of the additional plastic bags and outer wrap will primarily focus on print advertisements and will be sponsored through the WDO (Waste Diversion Ontario) in kind Advertising Program.

**Other Department Consultations/Concurrence:**

Staff from the Finance Department have reviewed this report.

**Attachments:**

Nil

**Prepared By:** Kathleen Barsoum, Coordinator, Waste Management

**Approved By:** Thomas Schmidt, Commissioner, Transportation and Environment Services
Region of Waterloo

Transportation and Environmental Services

Waste Management

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

Date: April 29, 2014

File Code: E28-30(A)

Subject: Waterloo Waste Management Facility Compliance Monitoring and Annual Reporting – Consultant Selection

Recommendation:

That the Regional Municipality of Waterloo enter into a Consulting Services Agreement with Conestoga-Rovers and Associates to provide engineering services for the compliance monitoring and annual reporting program for the Waterloo Waste Management Site for the period July 1, 2014 to December 31, 2017, with an option to extend up to two additional calendar years at an upset limit of $181,986 for 2014, $288,823 for a full calendar year in 2015, $293,424 for 2016, and $298,163 for 2017 for a total of $1,062,395.00 plus applicable taxes over three and a half (3.5) years, as per Report E-14-057, dated April 29, 2014.

Summary:

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

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

A Request for Consulting Services to provide consulting services for the Waterloo Landfill Compliance Monitoring and Annual Reporting was advertised in the Waterloo Region Record and on the Region’s Purchasing web site. Consultants were short-listed based on the Region’s Consultant Selection Policy and Purchasing By-Law. Following review and assessment of the detailed submissions, the Project Team recommends that Conestoga-Rovers and Associates of Waterloo, Ontario, be retained to undertake this assignment for a 3.5 year term at a total upset fee of $1,062,395 plus applicable taxes.

Report:

Background

The Site has been owned and operated by the Region since 1973. The site is currently operated under the amended Environmental Compliance Approval (ECA) Number A140301. The landfill is licensed to receive solid non-hazardous industrial, commercial, institutional, and residential waste for disposal. Additional operations at the Site include a small vehicle transfer area, a household hazardous waste facility, a waste diversion area, an organics transfer area, a compost pad, a materials recycling centre, an administrative building, and an equipment maintenance and storage facility.

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

The ECA requires the Region to submit an annual monitoring report to the MOE documenting the operations of Site including performance of the environmental control systems. The annual report also includes an interpretive analysis of monitoring data associated with a comprehensive groundwater and surface water sampling program and recommendations for modifications to the site environmental control systems as required to address potential impacts.

Data is collected from approximately 190 groundwater, leachate, private, and municipal wells and 22 surface water monitoring locations in the vicinity of the Site. A detailed assessment of the data is completed every year for the preceding year of data in conjunction with historical observations and recommendations.
The agreement with the consultant currently retained to undertake the annual monitoring and reporting program will expire on June 30, 2014.

Consultant Selection

A Request for Consulting Services to provide consulting services for the Waterloo Waste Management Site Compliance Monitoring and Annual Reporting was advertised in the Waterloo Region Record and on the Region’s Purchasing web site on Thursday, February 27, 2014. Ten (10) consulting firms responded to the advertisement by submitting a Technical Proposal. Four (4) firms were short listed based on the Quality and Equity Factors as defined in the Region’s Consultant Selection Policy and Purchasing By-Law as follows:

- Conestoga-Rovers and Associates;
- Joint submission by SLR Consulting (Canada) Limited and AET Group Inc.;
- Amec Environmental and Infrastructure; and
- Stantec Consulting Ltd.

The Project Team involved in the consultant selection consisted of:

- Tracy Annett, Senior Environmental Engineer, Waste Management;
- Linda Churchill, Senior Environmental Engineer, Waste Management;
- Dave McCaughan, Supervisor, Environmental Systems, Waste Management; and
- Donna Serrati, Manager Engineering & Programs, Waste Management.

All evaluation criteria used for selecting the successful consultant were consistent with the Region’s Consultant Selection Policy and Purchasing By-Law. The evaluation criteria and their respective weightings were as follows:

1. Quality Factors (80%)
   - Project Understanding and Approach (25%);
   - Project Manager (20%);
   - Project Support Staff (15%); and
   - Firm’s Experience on Similar Projects (20%).
2. Equity Factors (5%)
   - Current Regional Workload (3%); and
   - Local Office (2%).

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

The technical proposals, including a detailed work plan and schedule, submitted by all four short-listed consultants demonstrated a good understanding of the project, capable project teams and experience on similar projects.

After reviewing the technical proposals, detailed work plans, schedules, and upset fees, Conestoga-Rovers & Associates had the highest overall score and their upset fees reflected the average price of the four consultants short-listed. Based on this evaluation, the project team recommends that Conestoga-Rovers & Associates be retained to undertake this assignment at a total upset fee limit of $1,062,395 plus applicable taxes for a three and a half year period from July 1, 2014 to December 31, 2017.

Scope of Work

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

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

• Task 9: Contingencies for minor monitoring well network repairs and to address comments received from the MOE and the Waterloo Region Landfill Liaison Committee.

Schedule

Subject to Council's approval of this assignment, it is anticipated that a program initiation meeting will be held in June of 2014 to confirm the program schedule and deliverables in order to allow the Consultant to commence work on the program on July 1, 2014.

Consultant Upset Limit

The upset limit for consulting fees and disbursements for providing engineering services for the compliance monitoring and annual reporting program for the Waterloo Waste Management Site is $181,986 for the remainder of 2014, $288,823 for 2015, $293,424 for 2016, and $298,163 for 2017 for a total of $1,062,395.00 plus applicable taxes over three and a half (3.5) years with an option to extend the contract up to two additional calendar years.

Corporate Strategic Plan:

Continuation of the compliance monitoring and annual reporting program at the Waterloo Waste Management Site is consistent with the Corporate Strategic Plan Objectives of 1.4, Protect the Quality and the Quantity of our Drinking Water Sources and 2.2, Develop, optimize and maintain infrastructure to meet current and projected needs.

Financial Implications:

The 2014 approved Waste Management Operating Budget has a provision for consulting services for Landfill Compliance Monitoring and Annual Reporting Program for all of its Sites including $300,000 per year for the Site. The cost for the Site consulting services agreement can be accommodated within the current operating budget and is comparable to the fees currently paid annually for these consulting services.
Other Department Consultations/Concurrence:

Nil

Attachments:

Appendix A: Breakdown of Consultant’s Upset Fees

Prepared By: Tracy Annett, Senior Environmental Engineer, Waste Management

Approved By: Thomas Schmidt, Commissioner, Transportation and Environmental Services
# Appendix A: Breakdown of Consultant's Upset Fees

<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
<th>2014 Fees</th>
<th>2015 Fees</th>
<th>2016 Fees</th>
<th>2017 Fees</th>
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<tr>
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<td>Maintenance Program</td>
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<td>Collection of Water Level Data</td>
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<td>Task 4</td>
<td>Collection of Groundwater and Surface Water Quality Data</td>
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<td>$177,636</td>
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<td>Task 5</td>
<td>Coordination of Analytical Services</td>
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<td>Data Verification and Interpretation</td>
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<td>Task 7</td>
<td>Private Wells – Access and Communication Protocol</td>
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<td>$22,310</td>
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<td>Task 8</td>
<td>Preparation of Annual Progress Report</td>
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<td>$25,391</td>
<td>$26,103</td>
<td>$26,837</td>
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<tr>
<td>Task 9</td>
<td>Contingencies for minor repairs and to respond to MOE comments</td>
<td>$15,125</td>
<td>$30,250</td>
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<tr>
<td><strong>Total Upset Fees</strong></td>
<td><strong>$181,986</strong></td>
<td><strong>$288,823</strong></td>
<td><strong>$293,424</strong></td>
<td><strong>$298,163</strong></td>
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Region of Waterloo
Transportation and Environmental Services
Waste Management

To: Chair Jim Wideman and Members of Planning and Works Committee

Date: April 29, 2014       File Code: F18-30

Subject: Rural Transfer Stations Update

Recommendation:

For Information.

Summary:

Since 2009, Township residents have received an expanded level of curbside collection service comparable to Tri-City residents with the collection of garbage, blue box/cart, large items, white goods, yard waste and green bin in most areas and thereby reducing the need to drive to a transfer station to drop off their waste. The general trend observed in the Townships has been a reduced amount of waste handled at the rural transfer stations while curbside collection has increased accordingly. Recognizing the significant budgetary pressures within the Waste Management Division, staff recommended the closure of the four rural transfer stations as part of the 2014 budget process to assist in lessening budgetary impacts and to consolidate full service sites at the existing Cambridge and Waterloo locations. Ultimately, Regional Council approved the closure of the North Dumfries, Wellesley and Wilmot transfer stations and reduced the number of days of operation for the Woolwich Transfer Station from five days to two days a week, effective April 1st, 2014 for a total operating savings of $125,000 in 2014 (approximately $187,500 annualized).

Subsequently, based on motions brought forward from the Township Councils for North Dumfries and Wellesley, a one-month deferral of the closure of their respective rural transfer stations was granted by Regional Council to allow Regional and Township staff to explore alternative options for maintaining the use of the rural transfer stations. The current status of the rural transfer stations is as follows:

- North Dumfries: open Saturday’s only to end of April 2014 (last day of approved
operation April 26th); 
- Wellesley: open Thursday’s and Saturday’s to end of April (last day of approved operation April 26th); 
- Wilmot: site closed as of April1st (last day of approved operation March 29th); and 
- Woolwich: open Thursday’s and Saturday’s.

Based on discussions/correspondence with Township staff and a subsequent meeting with the Township mayors, two potential alternatives are presented herein as follows:

Alternative 1 – Reinstate North Dumfries, Wellesley and Wilmot Transfer Stations under Reduced Hours of Operation

Under this alternative, options include opening the North Dumfries, Wellesley and Wilmot transfer stations at a reduced frequency compared to historical operations; namely, bi-weekly (i.e. every other Saturday) or opening only one Saturday a month, on a rotational basis. Additional funding of approximately $10,000 to $13,000 per month would be required as well as the reinstatement of at least one of the FTEs already removed as part of the 2014 budget process as the staffing of these sites is not sustainable in the long run with the current staffing complement (the one month deferral relied on staff overtime to keep these sites open).

Alternative 2 – Equalized Service Levels

Under this alternative, each one of the four rural transfers could be open twice/month on a rotational basis (every other Saturday) but would require an increase of approximately $10,000 to the existing operating budget to accommodate an additional part-time site attendant and an anticipated increase in hauling activities to the end of 2014.

Both alternatives are considered short term considerations for the remainder of 2014 and given anticipated budget pressures, the full closure of all of the four rural transfer stations will be proposed as part of the 2015 budget process. Any modification to existing operations will require additional promotional outreach to let residents know of further changes and this could lead to some confusion for users of the sites.

Report:

The four rural transfer stations originally operated to provide a comparable service to Township residents receiving limited curbside service compared to the Tri-City residents. Since 2009, Township residents have received an expanded level of curbside collection service comparable to Tri-City residents with the collection of garbage, blue box/cart, large items, white goods, yard waste and green bin in most areas and thereby reducing the need to drive to a transfer station to drop off their waste. Small vehicle waste diversion/disposal drop-off operations are provided at both the Cambridge and Waterloo waste management facilities and a review of the driving
distances for Township and City of Kitchener residents to either the Waterloo or Cambridge Sites found that driving distances were generally comparable for all five local area municipalities.

With the introduction of expanded curbside collection services in 2009, the general trend observed in the Townships has been a gradual decline in the number of vehicle visits (32%) and the amount of garbage being brought in/transferred out (21%) from the rural transfer stations. At the same time, there has been a corresponding increase in the curbside waste tonnage (24%) as more residents utilize the curbside collection services.

As part of the 2014 budget process, it was recognized that significant budgetary pressures exist within the Waste Management Division related to revenue shortfalls. Based on the above observations around site/program usage, cost and revenue, staff recommended the closure of the four rural transfer stations to assist in lessening budgetary impacts and to consolidate full service sites at the existing Cambridge and Waterloo locations. These sites handle over 90% of all vehicle transactions and receive over 95% of the waste handled and revenue received. The projected annual savings net of revenue for full closure is estimated at $411,000.

In addition, future capital costs for the four rural transfer stations are projected to be in the range of $7 million over the next ten years to replace or upgrade the transfer buildings/site infrastructure. Since debentures are the primary source of funding for Waste Management capital projects, interest costs of approximately $2 million would also be incurred over this ten year period.

During the 2014 budget process and at the request of Regional Council, Waste Management staff provided additional partial closure options for consideration including opening all four sites on Saturdays only (approximately $65,000 annual savings) as well as just the Woolwich transfer station remaining open on Saturdays only (approximately $230,000 annual savings). Copies of the information papers provided as part of the 2014 budget process are appended for reference.

**Current status**

As part of the Region’s 2014 property tax budget approval on January 15, 2014, Regional Council approved the closure of the North Dumfries, Wellesley and Wilmot transfer stations and reduced the number of days of operation for the Woolwich Transfer Station from five days to two days a week, effective April 1st, 2014 for a total operating savings of $125,000 in 2014 (approximately $187,500 annualized). These operating savings were realized from a reduction of 2 FTEs from the Waste Management Division complement. Approximately $2.3 million still remain as part of the Waste Management Division’s ten year capital forecast to maintain/upgrade the Woolwich transfer station.
Subsequently, based on motions brought forward from the Township Councils for North Dumfries and Wellesley, a one-month deferral of the closure of their respective rural transfer stations was granted by Regional Council, resulting in additional operating costs being incurred. This allowed Regional and Township staff to explore alternative options for maintaining the use of the rural transfer stations in those two Townships. Additionally, an online survey conducted by the Township of North Dumfries as well as a resident petition have been received by Regional staff indicating a strong desire to maintain the operation of these sites.

To summarize, the current status of the rural transfer station is as follows:

- North Dumfries: open Saturday’s only to end of April 2014 (with one month extension, last day of approved operation April 26th);
- Wellesley: open Thursday’s and Saturday’s to end of April (with one month extension, last day of approved operation April 26th);
- Wilmot: site closed as of April 1st (last day of approved operation March 29th); and
- Woolwich: open Thursday’s and Saturday’s (effective April 3rd).

**Meeting/Correspondence with North Dumfries, Wellesley and Wilmot Staff and Councils**

Over the past month, Regional and Township staff from North Dumfries, Wilmot and Wellesley have met as well as exchanged ongoing correspondence to review what potential options exist to maintain the use of the respective rural transfer stations. In addition, a meeting with the Township Mayors was undertaken to clarify the existing cost and operational constraints related to managing the rural transfer stations and further discuss additional alternatives.

**Alternative 1 – Reinstate North Dumfries, Wellesley and Wilmot Transfer Stations under Reduced Hours of Operation**

Options discussed with Township staff included opening the North Dumfries, Wellesley and Wilmot transfer stations bi-weekly (i.e. every other Saturday) or opening only one Saturday a month, on a rotational basis. Under these scenarios, some costs savings would be achieved as a result of a reduction in part time hours for site attendants. However, the transfer of waste to either the Waterloo or Cambridge Sites makes up the most significant portion of operating costs and although it would be anticipated that some fuel and maintenance savings may be achieved from reduced transferring of waste bins, these savings are unknown at this time as it is hard to speculate the amount of waste that would be handled. It is possible that any cost savings achieved may be offset by a comparable loss of revenue. Also note that future capital costs projected at $7 million over the next ten years plus $2 million in interest costs from debentures would still be required.
For comparison purposes, the following table presents a range of the estimated costs that would be incurred under a reduced operating day’s scenario for the North Dumfries, Wellesley and Wilmot transfer stations to the end of 2014:

<table>
<thead>
<tr>
<th>Option</th>
<th>North Dumfries</th>
<th>Wellesley</th>
<th>Wilmot</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing Operating Practice</td>
<td>$42,000 (Saturday open)</td>
<td>$41,000 (Thursday and Saturday open)</td>
<td>$19,000 (Saturday open)</td>
</tr>
<tr>
<td>1: Open Every Other Saturday</td>
<td>$39,000</td>
<td>$38,000</td>
<td>$17,000</td>
</tr>
<tr>
<td>2: Open One Saturday/Month</td>
<td>$37,000</td>
<td>$35,000</td>
<td>$14,000</td>
</tr>
</tbody>
</table>

As shown above, very limited potential exists to reduce net operating costs and at this time, without any further approval or direction from Regional Council, staff can not consider any of the above options as they would all require additional funding not included in the 2014 operating budget as well as the need to hire temporary part time staff to accommodate operations. Through discussions with the Townships, it is noted that the Township of North Dumfries has indicated that they are interested in a potential cost sharing arrangement in order to lessen the Region's financial impact by considering paying 50% of the cost to keep the North Dumfries transfer station open.

Alternative 2 – Equalized Service Levels

In addition to the above, a concern was raised by Township of North Dumfries, Wellesley and Wilmot staff as well as Township residents with respect to the decision as to why the Woolwich transfer station remains open two days a week while the remaining three rural transfer stations were scheduled for closure. In discussion with the Township Mayors, staff were asked to consider if an alternative exists whereby the existing budget approved to operate the Woolwich transfer station two days/week in 2014 would provide sufficient budget if spread across the four Townships to retain some level of service at each of the four rural transfer stations. In reviewing operational constraints, it has been determined that a possible alternative exists whereby each one of the four rural transfers could be open twice/month on a rotational basis (every other Saturday) but would require an increase of approximately $10,000 to the existing operating budget to accommodate an additional part-time site attendant and an anticipated increase in hauling activities.
For illustrative purposes, the following table presents how this alternative could work.

<table>
<thead>
<tr>
<th>Township Transfer Station</th>
<th>Week 1</th>
<th>Week 2</th>
<th>Week 3</th>
<th>Week 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Dumfries</td>
<td>Open</td>
<td>Closed</td>
<td>Open</td>
<td>Closed</td>
</tr>
<tr>
<td>Wellesley</td>
<td>Open</td>
<td>Closed</td>
<td>Open</td>
<td>Closed</td>
</tr>
<tr>
<td>Wilmot</td>
<td>Closed</td>
<td>Open</td>
<td>Closed</td>
<td>Open</td>
</tr>
<tr>
<td>Woolwich</td>
<td>Closed</td>
<td>Open</td>
<td>Closed</td>
<td>Open</td>
</tr>
</tbody>
</table>

Notwithstanding the above alternatives, they are considered short term considerations for the remainder of 2014 and given anticipated budget pressures, the full closure of all of the four rural transfer stations will be proposed as part of the 2015 budget process. Additionally, any modification to existing operating schedules will require additional promotional outreach to let residents know of further changes and this could lead to some confusion for users of the sites.

**Corporate Strategic Plan:**

This report has been prepared consistent with the objectives of the Corporate Strategic Plan to ensure Regional programs and services are efficient and effective and demonstrate accountability to the public.

**Financial Implications:**

With the approval for closure of the Wellesley, North Dumfries and Wilmot transfer stations and reduction in days of operation at the Woolwich site, savings have been estimated to be $125,000 in 2014, all of which are from staffing reductions as two FTEs have already been reduced from the Waste Management staffing complement. Therefore, the 2014 operating budget is $183,500 to operate the Woolwich transfer station two days/week for the remainder of 2014.

Under Alternative 1, any continued operation of the North Dumfries, Wellesley and Wilmot transfer stations beyond the one month deferral, even in a reduced capacity, would be expected to increase the Waste Management Division operating costs by approximately $10,000 to $13,000 per month and would need to include the reinstatement of at least one of the FTEs already removed as part of the 2014 budget process as the staffing of these sites is not sustainable in the long run with the current staffing complement (the one month deferral relied on staff overtime to keep these sites open). Therefore, the estimated additional cost to maintain operation of the North Dumfries, Wellesley and Wilmot transfer stations to the end of 2014 (8 months) would be in the range of $85,000 to $100,000, which is not provided for in the 2014 operating budget.

Under Alternative 2, operating all four rural transfer stations on an every other week
rotational basis would require an additional approximately $10,000 to accommodate hiring an additional part time site attendant and for increased hauling activities to the end of 2014.

Other Department Consultations/Concurrence:

Staff from the Finance Department has reviewed this report. As well, a copy of this report has been provided to Township staff.

Attachments:

Appendix A - 2014 Budget Information Papers – Closure of Rural Transfer Stations

Prepared By: Jon Arsenault, Director, Waste Management

Approved By: Thomas Schmidt, Commissioner, Transportation and Environmental Services
2014 Budget

Information: Responses To Councillor Requests

1. Closure of Rural Transfer Station options

Partial Closure of Rural Transfer Stations

Further to the December 11, 2013 Budget Committee meeting, staff has reviewed additional options regarding partial closure scenarios for the rural transfer stations. One such scenario would be to keep all four rural transfer stations open on Saturdays (one day a week). This would result in the elimination of one full time FTE (site attendant) and an adjustment to hours for part time FTEs to accommodate. It would also be expected that some fuel and maintenance savings would be achieved from reduced transferring of waste bins. Usage would still require a heavy equipment operator and roll-off truck. Under this scenario, the net operating cost savings would be in the range of $65,000 annually versus $411,000 annualized for full closure. The 2014 budget impact would be savings of $48,750.

It should be noted that any option other than full closure will still require future capital expenditures. If all four sites remain open in some capacity, capital expenditures are projected to be in the range of $7 million over the next ten years. These costs include replacement or upgrading transfer station buildings and site infrastructure. Since debentures are the primary source of funding for the Waste Management capital plan, interest costs of approximately $2 million would also be incurred.

Closure of North Dumfries, Wellesley and Wilmot Transfer Stations and Woolwich Transfer Station Open Saturday Only

Due to the relative traffic volume at the Woolwich transfer station versus the remaining three stations, another option would be to close the North Dumfries, Wellesley and Wilmot transfer stations and keep the Woolwich station open on Saturdays only (reducing operating days from five to one). This option would result in the elimination of some part time wages and two FTEs (one site attendant and one heavy equipment operator). Staffing resources required to operate Woolwich on Saturdays would be accommodated with part time and overtime wages of existing staff as appropriate. It would also be expected that some fuel and maintenance savings would be achieved from reduced transferring of waste bins. Usage would still require a roll-off truck. Operating cost savings would be in the range of $231,000 annually. The 2014 budget impact would be savings of $173,250.

Capital costs in the range of $2.3 million over ten years would still be required to
maintain and upgrade the Woolwich transfer station accordingly.

_Service level offsets_

Staff also reviewed current curbside collection and waste programs in the townships to determine if any additional service could be offered to offset service level reductions associated with the closure of rural transfer stations. One option suggested was to increase the frequency of large item pick-up to weekly from monthly. It was determined that the total volume of large items currently collected both at curbside and dropped off at the rural transfer stations is not significant enough to warrant weekly pick-up and would add significant cost under the current collection contract. Another option would be to reintroduce Municipal Hazardous Special Waste (MHSW) event days in each of the four townships. MHSW event days could be reinstated across the four townships at an approximate cost of $11,000 per event per location and would compliment the existing level of curbside waste collection in the townships.
2014 BUDGET

2014 BUDGET INFORMATION

Information: Closure Of Rural Small Vehicle Transfer Stations

The four rural transfer stations originally operated to provide service to township residents receiving limited curbside service compared to the tri-City residents. Since 2009, township residents have received an expanded level of service comparable to Tri-City residents with the collection of garbage, blue box/cart, large items, white goods, yard waste and green bin in most areas. Township residents can now leave their waste at the curb for collection thereby reducing the need to drive to a transfer station to drop off their waste. The closure of the rural transfer stations would allow the Region to consolidate full service sites at the existing Cambridge and Waterloo locations.

A 2013 breakdown of vehicle transactions, revenue generated and tonnes received at all Waste Management sites between January to October 2013 is provided below.

<table>
<thead>
<tr>
<th>Site</th>
<th>Transactions</th>
<th>Revenue Generated</th>
<th>Tonnes Received</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>% of Total</td>
<td>Total</td>
</tr>
<tr>
<td>Cambridge</td>
<td>127,672</td>
<td>35%</td>
<td>$2,102,529</td>
</tr>
<tr>
<td>Waterloo</td>
<td>197,381</td>
<td>55%</td>
<td>$3,272,310</td>
</tr>
<tr>
<td>North Dumfries</td>
<td>3,989</td>
<td>1%</td>
<td>$22,213</td>
</tr>
<tr>
<td>Wellesley</td>
<td>4,115</td>
<td>1%</td>
<td>$21,144</td>
</tr>
<tr>
<td>Wilnot</td>
<td>2,310</td>
<td>1%</td>
<td>$11,744</td>
</tr>
<tr>
<td>Woolwich</td>
<td>25,331</td>
<td>7%</td>
<td>$109,420</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>360,798</td>
<td>100%</td>
<td>$5,539,360</td>
</tr>
</tbody>
</table>

As shown, the four rural transfer stations make up approximately 10% of all the total vehicle transactions handled annually at all waste management sites while accounting for only 1% of the waste tonnage and 3% of total revenue.

Since the introduction of curbside collection services throughout the Townships in 2009, there has been a decline in the number of vehicle visits to the rural transfer stations and the amount of garbage being brought in/TRANSFERRED out as illustrated in the table below. At the same time, there has been a corresponding increase in the curbside waste tonnage as more residents utilize the curbside collection services introduced in 2009.
Currently, the transfer stations in the four Townships are open 8 hours per day as follows:

- North Dumfries and Wilmot: open one day per week (Saturdays);
- Wellesley: open two days per week (Thursdays and Saturdays); and
- Woolwich: open five days per week (Tuesday to Saturday).

*Distance from Rural Transfer Stations to Alternate Transfer Stations*

Figure 2 (attached) provides a visual illustration of the proximity of the Cambridge and Waterloo Transfer Stations (TS) in comparison to the four rural transfer stations. In addition, the following table provides the typical travel distance between the rural transfer stations and the small vehicle transfer stations at the Cambridge and/or Waterloo landfill.

| North Dumfries (Ayr) TS to Cambridge TS: | 17.3 km |
| Wellesley (Crosshill) TS to Waterloo TS: | 26.8 km |
| Woolwich (Elmira) TS to Waterloo TS: | 21.1 km |
| Wilmot (Huron Rd) TS to Waterloo TS: | 14.2 km |

By comparison, a resident in Kitchener may have to travel these distances to access a Transfer Station.

| Fairview Mall (south Kitchener) to Waterloo TS: | 16.2 km |
| Fairview Mall to Cambridge TS: | 21.0 km |

*Projected Savings from Full Closure of Rural Transfer Stations*

Operating cost savings from the full closure of the rural transfer stations would result from the reduction of two FTEs (scale and equipment operators) and the reduction in hours for part-time operators as well as the elimination of one roll-off truck from the Waste Management fleet. The transfer of waste to either the Waterloo or Cambridge Sites makes up the most significant portion of operating costs. The projected savings for 2014 is $308,250 net of revenue ($411,000 annualized).

In addition to the above, future capital costs are projected to be in the range of $7
million over the next ten years to replace or upgrade the transfer buildings/site infrastructure at the rural transfer stations. Since debentures are the primary source of funding for Waste Management capital projects, interest costs of approximately $2 million would also be incurred.

The table below outlines the projected capital investment in the four rural transfer stations over the next 10 years.

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>RURAL TRANSFER STATIONS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>North Dumfries (Ayr)</td>
<td>20</td>
<td></td>
<td>75</td>
<td>250</td>
<td>250</td>
<td>70</td>
<td>740</td>
<td></td>
<td></td>
<td></td>
<td>1,405</td>
</tr>
<tr>
<td>Weldon (Crosshill)</td>
<td>45</td>
<td>140</td>
<td>100</td>
<td>258</td>
<td>75</td>
<td>279</td>
<td>50</td>
<td>720</td>
<td></td>
<td></td>
<td>1,667</td>
</tr>
<tr>
<td>Wilmot (New Dundee)</td>
<td>55</td>
<td></td>
<td>10</td>
<td>155</td>
<td>260</td>
<td>75</td>
<td>395</td>
<td>50</td>
<td>699</td>
<td></td>
<td>1,699</td>
</tr>
<tr>
<td>Woolwich (Elmira)</td>
<td>30</td>
<td>258</td>
<td>225</td>
<td>260</td>
<td>22</td>
<td>290</td>
<td>1,200</td>
<td></td>
<td></td>
<td></td>
<td>2,285</td>
</tr>
<tr>
<td>TOTAL</td>
<td>150</td>
<td>408</td>
<td>555</td>
<td>1,028</td>
<td>422</td>
<td>279</td>
<td>395</td>
<td>460</td>
<td>3,359</td>
<td></td>
<td>7,056</td>
</tr>
</tbody>
</table>

Short Term (1-2 years) and Medium Term (2-5 years) work includes: Pedestrian barricades, perimeter precast wall, bin walls, fencing at bin walls, asphalt and concrete surfaces and loading ramps.
Longer Term (5-10 years) work includes: New buildings, septic systems and bin walls.
Note: 1) Short-term upgrades required due to unsafe or very poor condition of infrastructure.
Region of Waterloo
Transportation and Environmental Services
Water Services Division

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

Date: April 29, 2014
File Code: E06-80/GRCA-01

Subject: Grand River Watershed Water Management Plan – Update on Endorsement Activities

Recommendation:

That The Regional Municipality of Waterloo take the following actions with respect to the “Grand River Watershed Water Management Plan,” according to report E-14-053 dated April 29, 2014:

   a) Recognize the Executive Summary (Appendix A) sent to municipal clerks of the Grand River Watershed Water Management Plan as a document to be received as information,
   b) Endorse the Grand River Watershed Water Management Plan, in principle, as a plan of best practices, and
   c) Agree to continue to voluntarily collaborate and work together to solve water management issues in the Grand River watershed.

Summary: Nil

Report:

Plan Development

The Grand River is vital to the Region of Waterloo for water supply and wastewater assimilation, recreation, agriculture, and business. The health of the river has been protected and improved over the years based on the best management practices in the 1982 Grand River Basin Water Management Study.

Since the 1980s, there has been significant growth and development in the Grand River watershed. An increase in extreme weather events, introduction of new legislation, and extensive changes to agriculture have made these best management practices out of...
date. To prepare for the next 20 - 30 years, a new plan is needed to address these changes and ensure effective management of the Grand River.

Grand River Watershed Water Management Plan

The new Grand River Watershed Water Management Plan addresses several key issues:

- Ensure sustainable water supplies for communities, economies and ecosystems,
- Improve water quality to continually better river health and reduce the river’s impacts on Lake Erie,
- Reduce flood damage potential, and
- Increase resiliency to deal with climate change and extreme weather events.

The plan was developed through collaboration with municipalities, First Nations, the GRCA, provincial ministries, and federal departments. The voluntary plan has no legal or financial obligations.

The focus of the plan is to align with existing master plans and studies, to create best management practices, and to support best value solutions. The plan consists of two sections including an overview of science issues related to the Grand River, and an integrated action plan with tasks for the partners. The Executive Summary for the Master Plan is in Appendix A and the Integrated Action Plan in Appendix B. The full Grand River Watershed Water Management Plan can be found on the Grand River Conservation web site at www.grandriver.ca/.

Alignment

Water Services has been involved with the development of the management plan at both the steering committee and working group level. Staff have participated in pilot projects related to the optimization program for wastewater treatment and various technical forums to discuss water supply, conservation, and river conditions. The Region has shared the goals from the Water Supply, Wastewater Treatment, and Water Efficiency Master Plans to ensure that they are well aligned with the actions identified in the Integrated Action Plan. The current upgrades at the Waterloo and Kitchener Wastewater Treatment Plants have a significant impact to river health and are important key actions identified in the integrated action plan.

Obligations and Next Steps

The Integrated Action Plan identifies specific actions for the Region of Waterloo consisting of:

- Provide a representative to sit on Implementation Committee, Water Managers’ Working Group and various technical work groups,
• Continue to implement actions to reduce spills and bypasses events,
• Continue to adopt the Composite Correction Program at the wastewater treatment plants,
• Continue to support the GRSM as a support tool for municipal wastewater planning,
• Continue with implementation of master plan actions for Water Supply, Wastewater Treatment, and Water Efficiency including upgrades at Waterloo and Kitchener WWTPs,
• Continue to support broader initiatives, such as the Rural Water Quality Program and the review of new Permits to Take Water, and
• Participate in working group to support Sewer Use By-law best practices.

Communication

The plan is being presented and endorsed separately by each municipal partner over the next several months. It is anticipated that a final report and presentation will be made to the GRCA board in late June to endorse and release the final copy of the Grand River Watershed Water Management Plan. The launch to implement the plan is anticipated for early 2015.

Corporate Strategic Plan:

This initiative supports the Corporate Strategic Focus Area 1, “Environmental Sustainability,” Strategic Objective of 1.4 Protect the quality and the quantity of our drinking water sources.

Financial Implications

The 2014 Ten Year Water and Wastewater Capital program supports the implementation of the Water Supply, Water Efficiency, and Wastewater Master Plans. These master plans are in alignment with the specific actions identified in the integrated action plan as identified in the Grand River Watershed Water Management Plan.

Other Department Consultations/Concurrence: Nil

Attachments

Appendix A: GRCA Watershed Water Management Plan Executive Summary
Appendix B: Executive Summary Integrated Action Plan

Prepared By: Nancy Kodousek, Director, Water Services
Approved By: Thomas Schmidt, Commissioner, Transportation and Environmental Services
Appendix A

Grand River Watershed

Water Management Plan

Executive Summary – March 2014

The Grand River lies at the heart of one of the richest, fastest growing regions in Ontario. The vitality of the Grand River watershed has been linked to the river and the natural environment.

Much has been done in the past 100 years to protect and improve the natural environment. Many of those improvements came about through the implementation of water management plans developed through partnerships involving the Grand River Conservation Authority, municipalities, the Province of Ontario and the Government of Canada.

The Grand River watershed faces new challenges brought on by high population growth, extensive agriculture and climate change.

This Water Management Plan addresses those issues. It is built on the foundation of earlier plans, especially the 1982 Grand River Basin Water Management Study.

This plan looks ahead 20 to 30 years and will guide future actions to maintain and improve the environment of the Grand River watershed to ensure the environment remains healthy and sustainable as the population grows.

It is a joint plan by municipalities, First Nations, the GRCA, provincial ministries and federal departments to align their efforts and identify practical actions that will make the biggest difference.

It is a voluntary plan, not a legal requirement, so a spirit of cooperation and shared responsibility is critical to its success.

The Issues

Population growth

The Grand River watershed has a population of about 985,000 which is expected to reach 1.53 million by 2051.

The cities of Kitchener, Waterloo, Cambridge, Guelph and Brantford are among the fastest growing in the province.

Municipal drinking water comes from more than 100 municipal wells and four river intakes. That same river also receives the treated effluent from 30 sewage treatment plants. More people means more demand on water resources for drinking water, stormwater management and sewage treatment.

Climate change

Warmer air and water temperatures, bigger rainstorms,
longer periods of drought — the possible consequences of climate change could pose new challenges in managing floods, improving water quality and securing water supplies for municipalities, farmers, industry and the natural environment.

Extensive agriculture

The Grand River watershed is one of the richest agricultural regions in Canada. About 70 per cent of the land is actively farmed and there are hundreds of thousands of hogs and cattle.

Fertilizers, farm chemicals and animal waste must be properly stored, handled and used to minimize impact on rivers, streams and groundwater. Erosion needs to be addressed to protect farmland and water quality.

The Partnership

The Plan is a voluntary, collaborative process that brings various agencies together as partners.

The focus of the Plan is to promote the adoption of best practices and the implementation of projects and programs that provide the greatest benefits relative to the investment.

By working together, these agencies have set out a strategy, based on agreed-upon local objectives and targets, to meet the needs of the ecosystem and watershed communities. The strategy will assist each partner to fulfill their role and to support each other throughout the process.

Many groups and organizations have provided input to the plan through a variety of communication and engagement opportunities. That includes members of municipal councils, the agricultural community, aggregate producers, urban development organizations, environmental non-government organizations, other groups and the interested public.

Water Management Plan Partners

These agencies took part in the plan development and had members on the Project Team and/or Steering Committee.

Municipalities represented by:
- Regional Municipality of Waterloo
- County of Brant
- County of Haldimand

- City of Guelph
- City of Brantford
- City of Kitchener
- City of Waterloo
- City of Cambridge
- Township of Centre Wellington

Six Nations of the Grand River
Ontario Ministry of the Environment
Ontario Ministry of Natural Resources
Ontario Ministry of Agriculture and Food / Ministry of Rural Affairs
Environment Canada
Grand River Conservation Authority
The Integrated Action Plan

Introduction
The Water Management Plan consists of two sections:

- The first part is an overview of issues and the latest scientific information on those issues
- The second part is the Integrated Action Plan.

The Integrated Action Plan is a compilation of Recommendations and Action Items brought forward by the members of the Project Team on behalf of their organizations.

- The Recommendations identify the steps to be taken to reach the goals of the Plan.
- The Action Items are the tasks the partner agencies are already taking or plan to take to implement the Recommendation.

This document is a summary of the Recommendations in the Integrated Action Plan.

For the complete text of the Recommendations and the Action Items, please consult the Water Management Plan available at www.grandriver.ca

Maintain a process of reporting, updating and continuous improvement

The success of the Water Management Plan will depend on:

- clear, regular communication,
- a commitment by each partner to implement the actions,
- a collective understanding of the gaps and barriers to implementation, and
- celebration of the collective successes of the actions.

Through this adaptive approach, the goals of the Water Management Plan will be achieved.

Recommendations

A1 Senior officials from the partner agencies will form an Implementation Committee to meet at least once a year to review progress on the plan.

A second group, called the Water Managers Working Group, will be made up of representatives of the plan partners who are responsible for water management issues within their municipalities and organizations.

The water managers will meet regularly to develop solutions to water issues, oversee work plans, implement actions, report on implementation and evaluate the effectiveness of actions.

A2 Regular communication and reporting are important for accountability, showing progress, celebrating success, identifying set-backs and achieving the results of the Plan.

Annual progress reports will be issued starting in 2015. A more detailed technical report on the progress toward achieving improvements in the watershed will be issued every five years.

A3. The Water Management Plan should be reviewed and updated regularly, particularly if changes are contemplated for some of the major assumptions in the Plan, such as:

- if there is a plan by a municipality to expand its urban boundary,
- if there is renewed consideration of a Great Lakes pipeline as a water supply source, or
- if plans arise to develop a new municipal wastewater treatment plant

Maintain a framework for water management

The best natural geographical unit for managing water resources is the watershed. It is also important to keep in mind the links between the land, water and related resources.

Recommendations

B1 To ensure sustainable water supplies, improve water quality and reduce flood damages, key hydrologic processes such as groundwater recharge, groundwater discharge and surface runoff must continue to be maintained or managed.
It is important to protect important features that provide these functions. It is also important to recognize these features in municipal planning documents and subwatershed plans.

B2 A set of Broad Water Objectives for the Grand River Watershed was developed as part of the Water Management Plan. These objectives express the uses, needs and values for water. The objectives were used to develop a series of indicators and targets used to measure changes in water conditions and evaluate the effectiveness of the Plan. Work should continue to expand and refine the suite of indicators and targets.

C3 It is important that municipalities, provincial agencies and the GRCA continue to share information and maintain strong working relationships to reduce regulatory uncertainty and ensure the security of water sources. The Water Managers Working Group will provide a forum for this.

C4 Agricultural irrigation is important in the area around several creeks: Whitemans, Mount Pleasant and McKenzie.

To maintain the sustainability of water supplies, particularly in a time of climate change:

- Irrigation water should be sourced from storage ponds and/or groundwater to avoid direct withdrawal from streams during low flow periods.
- Advice on water use efficiency should continue to be provided to farmers to minimize evaporation, overspray and other water loss. Soil moisture should be assessed prior to irrigating, and ponds should be big enough to satisfy summer irrigation needs.
- Information should be kept current on water use to observe trends across the watershed.

C5 The GRCA operates seven reservoirs that supply water to augment river flows during the summer and fall. Water is released to meet the requirements for wastewater treatment plants and municipal water supplies at key locations in the river system. The current target flows should be maintained.

C6 Climate change studies indicate there will be a shift in the timing and type of precipitation in the future, particularly during the winter. Therefore, the GRCA should consider a more flexible operating policy for reservoirs during the spring.

C7 Water from the reservoirs also assists with the assimilation of effluent from wastewater treatment plants. Studies have identified specific river flows (called 7Q20) that can be used for designing upgrades or expansions of wastewater treatment plants in the Grand, Conestogo and Speed rivers downstream of reservoirs.

C8 New Permits to Take Water from the Grand, Conestogo and Speed rivers in areas downstream of the reservoirs should contain requirements that the permit holder
reduce the rate of taking when flows in the river drop below the operational low flow targets.

C9 Aquatic life need certain river flows to remain healthy. A set of low-flow thresholds have been identified in the Plan to protect aquatic life. These need to be field verified. They may be used to help manage reservoir operations and drought management planning.

C10 Groundwater is an important source of municipal water. Groundwater that discharges to streams helps support aquatic life. More work needs to be done, particularly in the central Grand area, to understand the links between recharge areas, water supply sources and important groundwater discharge areas.

C11 To ensure future groundwater supplies, municipalities with urban areas should protect important groundwater recharge areas and take these areas into account when developing growth strategies.

C12 Local water management plans can help resolve potential conflicts among water users. These plans are recommended for Whitehams, Mount Pleasant and McKenzie creek subwatersheds, in the Norfolk Sand Plan area of Oxford and Brant counties.

C13 Droughts may become more common as a result of climate change. Proactive drought contingency plans should be developed among water users to deal with low water conditions.

Recommendations: Point Sources

D1 River water quality will improve greatly as wastewater treatment plants are upgraded over the next 10 years in Centre Wellington, Region of Waterloo, Guelph and Brant. These municipalities should continue with their plans.

D2 The managers and operators of wastewater treatment plants can improve the performance of their plants by adopting the Composite Correction Program. Municipalities that undertake the program are encouraged to adopt voluntary targets for effluent quality improvement.

D3 It is important that wastewater treatment plant operators have a good understanding of the materials coming into their plants. Municipalities should have and enforce sewer use bylaws.

D4 To reduce the frequency and severity of sewage spills and bypasses from municipal wastewater treatment plants. It is recommended that municipalities, the GRCA and the Ministry of the Environment continue to implement the actions identified in the report: “Best Practices: Municipal Wastewater Treatment Plant Bypass and Spill Preventions and Reporting in the Grand River Watershed.”

D5 The Grand River Simulation Model (GRSM) is an effective tool to evaluate the cumulative impacts of the 10 wastewater treatment plants in the central Grand River and lower Speed River. The GRCA should continue to maintain this decision support tool for future municipal wastewater planning.

D6. Best value solutions for wastewater treatment options for smaller municipalities may be identified through broader subwatershed studies. It is
recommended that studies be completed or updated for the upper Grand, upper Conestogo, and upper Nith rivers, as well as Fairchild and Canagarigique creeks.

**Recommendations: Rural Non-Point Sources**

D7 The Rural Water Quality Program provides farmers with knowledge and financial incentives to reduce the amount of nutrients and sediment entering watercourses. The program should be enhanced to:

a) expand the range of best management practices eligible for grants in some areas to provide a well-rounded watershed-wide program

b) promote the adoption of conservation practices in addition to the current grants for capital projects;

c) enhance assistance in priority areas or subwatersheds;

d) extend the program to rural non-farm properties;

e) include funding for well decommissioning across the watershed to protect aquifers; and

f) include a monitoring program to measure the effectiveness of implementation.

D8 River nitrate levels tend to be high during winter and are expected to increase. Most nitrates come from non-point sources. To reduce nitrate concentrations, it is recommended that nitrogen application to land in areas of high groundwater recharge be optimized to maintain productivity while minimizing environmental losses in priority subwatersheds including the central Grand River, lower Nith River and Whitemans Creek.

D9 Municipal drains remove excess water from the land to facilitate farming. To facilitate management of sediment loads, soil erosion and flooding, municipalities should pursue best practices for municipal drain design and maintenance.

D10 Urban stormwater contributes significantly to phosphorous and sediment levels in the Central Grand River. It is recommended that municipalities implement practices that focus on sustainable funding of stormwater programs; development of stormwater management master plans; improvements to sediment and erosion control; enhanced communication and education; opportunities to retrofit existing uncontrolled areas, and maintenance and operation of facilities.

D11 Chloride levels are increasing, particularly in urban areas and areas of groundwater recharge. Municipalities should continue to manage chloride use by following Environment Canada's Code of Practice, participating in programs such as Smart About Salt, and promoting salt- and water-efficient water softeners.

D12 Pathogens (e.g. bacteria) are a concern to communities that get their drinking water from rivers. Studies should be carried out to understand the conditions when pathogens are of greatest concern so appropriate actions can be identified to mitigate these conditions.

**Recommendations: In-River Improvements**

D13 Water quality in the southern Grand River is poor, in part because of the cumulative impact from areas upstream, but also because of the lake-like conditions created by the Dunville Dam. Studies should be done of possible ways to modify the dam or its operation to reduce its impact on water quality.

D14 Small dams and other in-river structures can alter the natural flow of the river, which causes sediment and phosphorous to accumulate behind them. Studies should be done to evaluate the likelihood that modifications or removal of these structures will improve water quality.

**Recommendation: Data Collection & Monitoring**

D15 It is important that water management decisions be based on adequate and reliable data. Gaps in existing data collection networks need to be addressed. More water quality data is needed to evaluate current conditions, monitor trends and report on progress.
toward achieving water quality targets. The GRCA will continue to implement web-based tools for sharing data.

E Reduce flood damage potential

The flood risk reduction program is relatively mature and the combination of structural and non-structural methods is effective.

It is estimated that structural measures implemented to this date have reduced average annual flood damages by 80 per cent.

Floodplain regulation has avoided creation of new flood damage potential and is helping to reduce future flood damage potential and risk to life.

Potential for large floods still exist. Climate change may increase the frequency and time of year that floods occur. The following recommendations are intended to enhance flood preparedness, adapt to a changing climate and continue to reduce the flood damage potential over time.

Recommendations

E1 The seven multipurpose dams and reservoirs, and the extensive dike systems, are significant infrastructure assets that require ongoing investment, maintenance and operation. The GRCA will complete or update dam and dike safety studies.

E2 An increase in the frequency and magnitude of severe storms will put stress on urban stormwater systems. Municipalities should assess their major stormwater systems to reduce their vulnerability. Consideration should be made for climate change.

E3 Accurate floodplain maps help to prepare for emergencies, carry out flood damage assessment and manage development in flood-prone areas. The GRCA will complete digital floodplain mapping in flood damage centres, along the large rivers and on urban watercourses.

E4 Maps showing potential flood depth levels and a database of vulnerable structures will help municipalities prepare for floods and carry out emergency plans. The GRCA will continue to create the maps and work with municipalities to develop the database and develop flood warning lists.

E5 The GRCA will maintain a watershed wide voice radio system so communication can be maintained even during severe weather when other communications systems may not be working.

E6 The GRCA will continue to improve flood forecasting and its decision support tools (such as its computerized watershed models) as new data and technologies become available.

E7 The GRCA will continue to refine the delivery of flood warning messages and work with other agencies to improve flood warning.

E8 Additional ways to reduce flood damages in several flood-prone communities should be investigated: Drayton, Grand Valley, Paris, New Hamburg, Ayr, Caledonia, Cayuga and Dunnville.

E9 Ice jams have the potential to cause significant flooding, especially in areas prone to jams such as Grand Valley, West Montrose, Paris, Brantford, Cayuga and Dunnville. The technical report, “Ice Jams in the Grand River Basin,” will be updated and site-specific ice jam investigations will be carried out.

F Next steps

For innovative, best value solutions to manage water beyond 2030 Water Managers must keep local, regional and watershed-scale water planning a priority in their work plans. Steps need to be taken now to update and improve decision-support tools with adequate information and data. Furthermore, water managers should continue to consider for new ideas and push for innovative approaches to managing water and wastewater. Policies and best practices will need to be developed for these new approaches.
A well managed river

The long history of water management has drawn national and international acclaim. In 1994 the Grand River and its tributaries became Canadian Heritage Rivers. In 2000 the Grand was recognized as one of the best managed rivers in the world when it won the Thiess International Riverprize.
Appendix B

Grand River Watershed Water Management Plan

Action items

Regional Municipality of Waterloo

The goals of the The Grand River Watershed Water Management Plan are to improve water quality, sustain water supplies, reduce flood damages and increase resiliency to address climate change.

It includes an Integrated Action Plan, which is a compilation of Recommendations and related Action Items brought forward by the members of the Plan’s Project Team on behalf of their organizations.

- The Recommendations identify the steps to be taken to reach the goals of the Plan.
- The Action Items are the tasks the partner organizations are already taking or plan to take to implement the Recommendations. Some Action Items are “best practices” that could be adopted voluntarily by a municipality.

The Action Items for your municipality are shown below. They are listed under the number of the related recommendations in the Water Management Plan Executive Summary.

For the full text of the Recommendations and Action Items, refer to the complete Water Management Plan document at www.grandriver.ca

MOE, MNR and OMAFMRA will continue to work together as the Water Quality Working Group and task teams.

- The Water Quality Working Group will adapt the ecosystem assessment framework developed by the Grand River – Lake Erie Working Group to identify resource condition indicators and targets for other ecologically significant areas.
- The Water Quality Working Group will work on developing quantifiable targets for water quality including suspended sediments, turbidity and nutrients.

Ensure sustainable water supplies for communities, economies and ecosystems.

C1
- The Region of Waterloo has initiated a Water Supply Master Plan Update for the Integrated Urban System that is expected to be completed in 2014.

C2
- The Region of Waterloo plans to develop proactive water demand management objectives as part of its Water Supply Master Plan update in 2014 and then update its Water Efficiency Master Plan in 2015 to set out its plan for meeting the water demand management objectives.

C7
- When planning assimilative capacity studies, The Region of Waterloo and other watershed municipalities (Guelph, Haldimand, Brant, Brantford, Centre Wellington and Grand Valley) will consult with the MOE and GRCA to determine whether the 7020 equivalents for the regulated reaches have changed significantly from those listed in the Plan.

C10
- The Region of Waterloo will participate in the Hydrology – Groundwater Working Group along with the Ontario Geologic Survey, Environment Canada, City of Guelph, County of Brant, researchers and others to provide a forum to discuss and share technical information on regional groundwater-surface water issues, research and projects.

C11
- Region of Waterloo intends to manage the western ‘countryside line’ set out in the Regional Official Plan to protect the groundwater recharge areas of the Waterloo Moraine.

Continued on next page
Improve water quality to improve river health and reduce the river's impact on Lake Erie.

D1
- The Region of Waterloo plans to continue to upgrade the Kitchener Wastewater Treatment Plant to include nitrification and tertiary filtration by 2018.
- The Region of Waterloo plans to continue to upgrade the Waterloo Wastewater Treatment Plan to include nitrification by 2014 and plans to expand the Waterloo plant and include tertiary filtration by 2030.
- The Region of Waterloo plans to upgrade the Hespeler Wastewater Treatment Plant to include nitrification in a future expansion.
- The Region of Waterloo plans to initiate a Wastewater Master Plan in 2015 to revise population growth estimates and waste water treatment plants requirements for their 13 plants.

D2
- The Region of Waterloo will consider adopting the Composite Correction Program (CCP) approach to optimizing the operation of wastewater treatment plant discharging into the central Grand and lower Speed Rivers with the goal of meeting the recommended voluntary performance targets.
- Municipalities implementing CCP will share their successes and benefits with the Water Managers Working Group.

D3
- Municipal members of the Water Managers’ Working Group will share information on sewer use bylaws for proactive maintenance and enforcement to ensure effective wastewater treatment.

D4
- The Region of Waterloo, other municipalities owning wastewater treatment plants and sewage collection systems, the GRCA and the MOE will provide an annual update at a Water Managers’ Working Group meeting on the implementation of the actions to reduce the frequency and severity of sewage spills and bypasses including:
  - spills reporting procedures and information management;
  - infiltration and inflow reduction programs;
  - implementation of backup power at pumping stations and wastewater treatment plants;
  - wastewater master planning;
  - continuous improvements in the time of travel model for spill notification; and
  - wastewater treatment plant performance and the watershed community of practice for wastewater optimization (as recommended in IAP D.2).

D5
- The GRCA will continue to work with the Region of Waterloo and other municipalities (Guelph, Centre Wellington, Brantford and Brant) to continually improve the Grand River Simulation Model through ongoing data collection for model calibration/validation for effective long-term watershed wastewater planning.

D7
- The Region of Waterloo, Wellington, Guelph, Brant, Brantford and Haldimand intend to continue supporting the Rural Water Quality Program.

D10
- The GRCA, The Region of Waterloo and other municipalities (City of Waterloo, Kitchener, Cambridge, Guelph, Centre Wellington, Brant and Brantford) will work together to optimize current monitoring programs to characterize the effects of stormwater on the central Grand River.

D11
- The Region of Waterloo, City of Waterloo and Guelph plan to continue activities and programs to promote reduced salt use for de-icing, both public and private.
- The Region of Waterloo and Guelph plan to continue activities and awareness regarding the use of water- and salt-efficient water softeners.

D15
- Members of the Water Quality Working Group (Region of Waterloo, MOE, GRCA and others) who collect water quality information as part of ongoing programs or research projects plan to continue to collaborate to review and optimize monitoring efforts to ensure there is sufficient water quality data (e.g., nutrient, oxygen, temperature, chloride and sediment data) to provide the necessary information with which to measure current conditions, monitor trends and report on progress toward achieving the milestones and targets.
- The Region of Waterloo will continue their long-term river monitoring program to measure resource condition trends above and below their wastewater treatment plants on the Grand, Nith and Speed Rivers as a result of planned WWTP upgrades. River water quality data will be shared with Plan partners.

Next Steps
- The Region of Waterloo will continue to participate in the Water Managers Working Group.
Region of Waterloo
Transportation and Environmental Services
Water Services

To: Chair Jim Wideman and Members of the Planning and Works Committee
Date: April 29, 2014  File Code: E13-20/SU
Subject: Sewer Use By-law Review

Recommendation:
Nil

Summary:
Nil

Report:
The Region of Waterloo’s (ROW) Sewer Use By-law (By-law) was passed in 1990. Since that time the Province has passed the Toxic Reduction Act, the Safe Drinking Water Act, and revised its Brownfields’ Regulations, and the Canadian Council of Ministers of the Environment has published a model Sewer-Use By-law. In order to continue to protect the environment, the Municipal collection systems, and the Region’s wastewater treatment plants, Regional staff propose that the By-law be reviewed in 2014/2015 and revised in 2015/2016; this report outlines the process.

The objectives of the By-law review are to enhance:

- Protection of municipal wastewater collection infrastructure, ROW wastewater treatment plants, and the environment;
- Prevention of storm and clean water from entering the wastewater collection system;
Alignment of the By-law with current regulatory models and those of peer municipalities;

Promote the conservation of water and energy; and,

Update the cost recovery for services provided by the Region.

A working group of Water Services staff will review the current By-law and consult on the required enhancements with the local municipalities and stakeholders. This report will be sent to local municipal offices and the details of the review process and draft By-law will be posted on the Regional website. There will be three Public Consultations in the fall.

The following By-law review process consists of:

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<th>Name</th>
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<td>Sewer Use By-law Review</td>
<td>Recommendations for Contents of a Draft Sewer Use By-law</td>
<td>Spring 2014</td>
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<td>Consultation on methodology</td>
<td>Working group will consult with stakeholders and local municipalities on changes to methodology and parameters</td>
<td>Summer Fall 2014</td>
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<td>3</td>
<td>Draft By-law Preparation</td>
<td>Legal Document to be used for Public Consultation</td>
<td>Fall 2014</td>
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<td>4</td>
<td>Report to Planning and Works Committee (PWC) on Draft By-law contents</td>
<td>Direction to staff to consult the public, stakeholders and local municipalities</td>
<td>Winter 2015</td>
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<td>5</td>
<td>Public Consultation on Draft By-law</td>
<td>Recommendations for revisions to Draft By-law</td>
<td>Summer 2015</td>
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<td>6</td>
<td>Final By-law Preparation</td>
<td>Final legal version of the By-law for Council approval</td>
<td>Fall 2015</td>
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<td>7</td>
<td>Report to PWC with summary of public consultation asking to enact By-law</td>
<td>Revised By-law</td>
<td>Winter 2016</td>
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**Corporate Strategic Plan:**

This initiative supports Focus Area 1 Environmental Sustainability: Protect and enhance the environment.
Surcharge Rate

Where there is treatment capacity at a wastewater treatment plant the Region has entered agreements with industries to treat stronger than typical wastewater flows and charge a surcharge for this service.

An update of the surcharge (over-strength) rate is being conducted at the same time as the Sewer Use By-law update. The surcharge rate is intended to recover the cost of providing treatment for discharges that are stronger than typical wastewater. The current surcharge rate is calculated using a formula from the By-law which is based on typical operating and capital expenditures in the late 1990s. This rate is extremely low compared to current rates in municipalities similar to the Region. The update considers several key factors: chargeable process parameters, current operating and capital expenditures, a revised surcharge formula. The proposed surcharge rate may be higher as it is calculated based on current financial conditions including capital expenditures and a revised formula. As this new rate may have significant impact to some end users, it is being reviewed by Region staff and a consultation process is being developed. The consultation is to coincide with the update of the Sewer Use By-law.

Financial Implications

Changes to the surcharge rate could result from this process and would require future Council approval.

Other Department Consultations/Concurrence:

The Legal department has been consulted in connection with this report. The Finance department will be consulted once the proposed rate structure is determined.

Attachments

Nil

Prepared By: Marguerite Halasz, Senior Enforcement Engineer

Approved By: Thomas Schmidt, Commissioner, Transportation and Environmental Services
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<td>Operation of Raised Crosswalks Study</td>
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<td>Budget</td>
<td>Business Plan for Waste Management</td>
<td>Transportation and Environmental Services</td>
<td>1-Jun-2014</td>
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<td>07-Jan-14</td>
<td>S. Strickland</td>
<td>Staff to report back on Tim Mollison's suggested GRT Route changes</td>
<td>Planning, Housing and Community Services</td>
<td>29-Apr-2014</td>
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<td>J. Haalboom</td>
<td>Staff continue to lobby the Province for changes to the Highway Traffic Act providing right of way to pedestrians and on an as needed basis provide an update to Council</td>
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