Present were: Chair J. Wideman, L. Armstrong, J. Brewer, *D. Craig,  T. Cowan, R. Deutschmann, T. Galloway, B. Halloran, J. Haalboom, R. Kelterborn, G. Lorentz, J. Mitchell, K. Seiling, S. Strickland and C. Zehr

Members absent: C. Millar

**MOTION TO RECONVENE INTO OPEN SESSION**

MOVED by T. Galloway
SECONDED by G. Lorentz

THAT Council reconvene in Open Session.

CARRIED

**DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT**

K. Seiling declared a pecuniary interest with respect to item e) on the Closed agenda and Report E-13-100, ION Logo Recommendation for Rapid Transit and Report E-13-110, Recommended Interchange Modifications at Northfield Drive and Highway 85, due to two of his adult children who own residential properties within the proposed light rail transit corridor.

R. Deutschmann declared a pecuniary interest with respect to item e) on the Closed agenda and Report E-13-100, ION Logo Recommendation for Rapid Transit and Report E-13-110, Recommended Interchange Modifications at Northfield Drive and Highway 85, due to an indirect pecuniary interest since he and his spouse are shareholders of corporations that have an interest in a property at 10 Duke Street West, Kitchener.

**DELEGATIONS**

a) E-13-100, ION Logo Recommendation for Rapid Transit

Kate Daley appeared before Committee highlighting that Committee should approve the recommended logo. She noted that she hasn’t always liked the Region’s transit logos but feels there is a general community consensus with the proposed Rapid Transit logo.

Kim Moser, Manager, Rapid Transit Community Relations, provided a presentation highlighting:

- Brand Development Process;
- Logo Design Criteria;
- Focus Group Research;
- Word Associations;
• Preferred Logo; and
• Staff Recommendation.

A copy of the presentation is appended to the original minutes.

MOVED by T. Galloway
SECONDED by T. Cowan

THAT the Regional Municipality of Waterloo approve the ION logo, described as Option 2, outlined in Report E-13-100, dated September 10, 2013, as the visual identity of the Region’s rapid transit service.

CARRIED

b) E-13-104, Region of Waterloo Biosolids Strategy – Biosolids Heat Drying Facility

i) Bob Miller appeared before Committee noting that he is a member of a Committee that has representatives from the Cities of Waterloo, Cambridge and Kitchener. He wanted to thank the Region for reconsidering this matter. He noted that originally their concerns were regarding environmental, financial, quality of life, water and air. He commended the Region for stepping back from this and asked that going forward the Region include the public with respect to the process. He asked that the Region provide the public with adequate space, handouts, and time. He stated they are a positive group interested in doing this right.

Committee members asked the delegation if the Region should continue looking at heat drying facilities. B. Miller stated that the Region looked at the process and they are not in favour of the heat drying form noting there are better alternatives and asked that the Region do their homework.

J. Brewer apologized for the location of the public consultation meeting in Cambridge stating it was her suggestion and she based it on previous interest in the topic.

ii) Councillor Neil Ritchie, Ward 4 Councillor, North Dumfries appeared before Committee. He expressed his concern with communication. He provided a number of examples pointing out the lack of communication and notification of biosolid meetings. He asked that a mailing list be established to help with proper communication.

S. Strickland made a friendly amendment to the recommendation to include public consultation process in part e) of the recommendation.

Some Committee members expressed concerns that the recommendation is referring to the continuation of the heat drying process and not looking at different alternatives. Thomas Schmidt, Commissioner, Transportation and Environmental Services stated the intent is to look at alternative processes not just heat drying. He highlighted that the Region is stepping back and doing a total review, noting staff will be looking at all the options and bringing various options forward through the public process and to Council.

R. Deutschmann made a friendly amendment to the recommendation that states the Region will review processes to deal with biosolids in addition to a heat drying facility.
THAT the Region Municipality of Waterloo direct staff to:

a. Expand the investigation of biofuel opportunities in support of the Ontario Ministry of Energy report “Making Choices - Reviewing Ontario’s Long Term Energy Plan” (July 2013);

b. Update the 2011 Biosolids Master Plan with consideration of synergies with outcomes from Region’s Waste Management Master Plan and other Regional Policies including opportunities beyond the Regional boundary;

c. Take no further steps to pursue the P3 application for implementation of a Biosolids Heat Drying Facility including suspension of any site selection works pending the completion of the Biosolids Master Plan update as recommended in Report E-13-104 dated September 10, 2013 and approval of a preferred option for management of the biosolids by Regional Council;

d. Inform P3 Canada and the public of the proposed update of the Biosolids Master Plan; and

e. The Region will review processes to deal with biosolids in addition to a heat drying facility and develop a work plan, schedule and public consultation for the completion of the Biosolids Master Plan update and report back to Council in early 2014.

CARRIED, as amended

c) Thomas Reitzel appeared before Committee noting that his property is located across from the East Side land development and asked that when sewer and water is provided to the East Side lands to contact the residents in that area for the potential to have the sewer and water branch off to their property. He stated that he is very interested in having the water and sewer and would like to know the cost of this.

Committee members asked the delegations if he has spoken with the City of Cambridge and he noted that staff at the City of Cambridge highlighted that option is years away.

T. Schmidt stated that residents in that area will be contacted closer to construction.

PRESENTATION

a) P-13-087, Highway 7&8 Class Environmental Assessment - Preferred Preliminary Design Alternative in New Hamburg,

Chuck Organ and Brenda Jamieson, MTO appeared before Committee and provided brief comments on the major milestones of the project.

MOVED by L. Armstrong
SECONDED by R. Kelterborn

THAT Regional Council endorse the preferred Preliminary Design Alternative developed by the Ontario Ministry of Transportation for Highway 7&8 from Stratford to New Hamburg, as described in Report P-13-087, dated September 10, 2013.
CARRIED

The Committee took a recess at 1:30 p.m.

The Committee meeting reconvened at 2:19 p.m.

COMMUNITY PLANNING


Received for information.

Rob Horne, Commissioner, Planning, Housing and Community Services noting the memo was written last week before Cambridge Council made any recommendations. He referred to a report that was handed out to Councillors regarding the City of Cambridge recommendation adopted at their meeting on September 9, 2013 and correspondence from Goodman’s.

b)  P-13-086, East Side Lands (Stage 1) Master Environmental Servicing Plan - Notice of Completion

R. Horne made comments highlighting that the East Side Lands are being proposed to make large lots noting some confusion between smaller lots and larger lots, larger lots being 20 acres or more. He also stated that the MESP does not bind the Region or the City financially noting it is an Environmental Assessment exercise that brings the properties closer to development readiness. He highlighted that the first phase would bring 740 acres to development readiness and that 200 acres would be part of the Quick Start. He referred to the recommendation in his memo should Regional Council give direction to defer to the end of the year so that Regional staff could report back the progress with the City and other stakeholders. R. Horne stressed the importance of momentum with these lands.

D. Craig stated that Cambridge Council would like to see these lands developed quickly as well but wants to know who is paying for what and what the costs will be. He stated the correspondence from Goodmans is asking for a deferral because of impact possibilities on development charges. He highlighted that the City of Cambridge needs to know the cost to the municipality and impacts on development charges.

Some Committee members expressed concerns with deferring until June 2014 and asked that staff report back on the progress in December stating the importance of not losing momentum on these lands and suggested looking elsewhere or at other alternatives in December if no progress has been made.

S. Strickland asked for a friendly amendment to the recommendation to include that staff report back at the December 3rd, 2013 Planning and Works meeting.

R. Horne responded to questions regarding the increase to development charges and noted a report could come forward with respect to the comparatives on development charges.

Committee members inquired about the involvement of the City of Kitchener and the Township of Woolwich. R. Horne noted that staff continues to work with the City of Kitchener and the Township of Woolwich.
MOVED by K. Seiling
SECONDED by G. Lorentz

THAT Regional Council defer consideration of the East Side Lands Master Environmental Servicing Plan pending a report from Regional staff at the December 3rd, 2013 Planning and Works meeting, updating Regional Council on progress made with the City of Cambridge and other stakeholders on implementation issues, including financial considerations, at that time.

CARRIED

A Point of Order was made by R. Duetschmann referring to section 29 e) of the Procedural By-law regarding no member will interrupt any speech or action of other members of Council, or any other person addressing Council.

*D. Craig left the meeting at 2:47 p.m.

DEPARTMENTAL PRE-BUDGET PRESENTATIONS

a) T&ES – Water Services/Design and Construction

Thomas Schmidt, Commissioner, Transportation and Environmental Services provided a presentation highlighting:

- 2014 Budget Process – Water Services, Design and Construction Operating Expenditures and Revenues;
- Water Operations; and
- Finance Department – Key Facts and Figures.

A copy of the presentation is appended to the original minutes.

b) T&ES - Waste Management

Jon Arsenault, Director, Waste Management provided a presentation to Committee highlighting:

- Key facts and Figures;
- Financial Overview;
- Key Trends and Issues;
- Cost Containment Measures;
- Future Budget Impacts; and
- Summary.

A copy of the presentation is appended to the original minutes.

Committee members inquired about industrial, commercial and institutional (IC&I) sector. J. Arsenault provided clarification and noted that during the budget process they will look at IC&I tonnage and bring forward numbers during that time.
J. Arsenault responded to questions regarding the green bin contract with Guelph, diversion programs, bag limits, hazard waste pickups, closure of rural stations, and comparisons with other municipalities.

Craig Dyer, Chief Financial Officer responded to questions on debt servicing noting that the intent in the upcoming budget process is to provide some additional information on what our current debt servicing cost and debt outstanding levels are as well as the projections over the next five years.

REQUEST TO REMOVE ITEMS FROM CONSENT AGENDA

J. Haalboom referenced item b) and asked if there were any heritage properties on St. Andrew Street. Staff indicated they would look into it and send her the information.

MOTION TO APPROVE ITEMS OR RECEIVE FOR INFORMATION

MOVED by J. Brewer
SECONDED by C. Zehr

THAT the following items be approved:

- THAT The Regional Municipality of Waterloo direct and authorize the Regional Solicitor to take the following actions with respect to the expropriation of lands for the reconstruction of Manitou Drive between Fairway Road and Bleams Road, in the City of Kitchener, in the Region of Waterloo as detailed in report CR-RS-13-075 dated September 10, 2013:

  1. Complete application(s) to the Council of the Regional Municipality of Waterloo, as may be required from time to time, for approval to expropriate land, which is required for the reconstruction of Manitou Drive and described as follows:

Fee Simple Partial Taking:

- Part of Lot 9, Registered Compiled Plan 1490, being Parts 1-4 on Plan 58R-17784, Part of PIN 22595-0088(LT) (35 and 45 Manitou Drive, Kitchener);
- Part of Lot 2, Registered Compiled Plan 1525, being Part 1 on Plan 58R-17788, Part of PIN 22593-0103(LT) (695 Fairway Road, Kitchener);
- Part of Lot 17, Registered Compiled Plan 1489, being Part 1 on Plan 58R-17782, Part of PIN 22617-0039(LT) (107 Manitou Drive, Kitchener);
- Part of Lot 42, Registered Compiled Plan 1525, being Parts 4, 6, and 8 on Plan 58R-17782, Part of PIN 22594-0016(LT) (110 Manitou Drive, Kitchener);
- Part of Lot 41, Registered Compiled Plan 1525, being Part 2 on Plan 58R-17783, Part of PIN 22594-0015(LT) (50 Manitou Drive, Kitchener);
- Part of Lots 39 and 40, Registered Compiled Plan 1525, being Part 6 on Plan 58R-17784, Part of PIN 22594-0014(LT) (38 Manitou Drive, Kitchener);

Grading Easement:

- Part of Lot 17, Registered Compiled Plan 1489, being Part 2 on Plan 58R-17782, Part of PIN 22617-0039(LT) (107 Manitou Drive, Kitchener);
- Part of Lot 42, Registered Compiled Plan 1525, being Parts 3, 5, and 7 on Plan 58R-17782, Part of PIN 22594-0016(LT) (110 Manitou Drive, Kitchener);
- Part of Lot 41, Registered Compiled Plan 1525, being Parts 1 and 3 on Plan 58R-
17783, Part of PIN 22594-0015(LT) (50 Manitou Drive, Kitchener);

- Part of Lots 39 and 40, Registered Compiled Plan 1525, being Part 5 on Plan 58R-17784, Part of PIN 22594-0014(LT) (38 Manitou Drive, Kitchener);

- Part of Lot 12, Registered Compiled Plan 1490, being Part 2 on Plan 58R-17787, Part of PIN 22595-0047(LT) (25-27 Manitou Drive, Kitchener);

- Part of Lots 12 and 13, Registered Compiled Plan 1490, being Part 1 on Plan 58R-17787, Part of PIN 22595-0048(LT) (21 Manitou Drive, Kitchener);

- Part of Lot 17, Registered Compiled Plan 1525, being Part 2 on Plan 58R-17786, Part of PIN 22594-0006(LT) (28 Manitou Drive, Kitchener); and

- Part of Lot 34, Registered Compiled Plan 1525, being Part 4 on Plan 58R-17785, Part of PIN 22594-0013(LT) (36 Manitou Drive, Kitchener).

**Hydro Easement:**

- Part of Lot 11, Registered Compiled Plan 1490, being Part 1 on Plan 58R-17786, Part of PIN 22595-0046 (LT) (31-33 Manitou Drive, Kitchener).

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

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

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

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

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

- THAT the Regional Municipality of Waterloo authorize the Commissioner of Transportation and Environmental Services to enter into an agreement, and any subsequent renewals, with Les Investissements Nolinor Inc., carrying on business as Nolinor Aviation ("Nolinor") and, if required, other third parties as may be contracted by Nolinor, with the form and content of such agreement to be to the satisfaction of the Regional Solicitor to enable Nolinor to carry on a specialized private air charter service from the air terminal building of the Region of Waterloo International Airport;


- THAT the Regional Municipality of Waterloo enter into an agreement with HKSC Developments L.P. ("HKSC"), or an affiliated corporation, for the treatment of effluent created from the HKSC service center facilities on Highway 401 in the Township of Puslinch as described in Report CR-RS-13-078/E-13-107 dated September 10, 2013.

AND THAT the following items be received for information:

- St. Andrews Street and Cedar Street Improvements, St. Andrews Street (Grand Avenue southerly to the City of Cambridge Boundary) and Cedar Street (Osborne Street westerly to the City of Cambridge Boundary) City of Cambridge - Information Package in Advance of Public Consultation Centre

- Class Environmental Assessment for the Expansion of the New Hamburg Wastewater Treatment Plant - Information Package in Advance of Public Consultation Centre

- P-13-082, Laurel Creek Headwaters Environmentally-Sensitive Landscape Public Liaison Committee Fifth Annual Report 2012

- P-13-085, Building Permit Activity January to June 2013

CARRIED

REGULAR AGENDA RESUMES

REPORTS – TRANSPORTATION AND ENVIRONMENTAL SERVICES

RAPID TRANSIT

b) E-13-110, Recommended Interchange Modifications at Northfield Drive and Highway 85

Some Committee members asked about the traffic lights being removed. Staff noted that the lights will not be required since there will be no left turns allowed there.

MOVED by G. Lorentz
SECONDED by R. Kelterborn

THAT the Regional Municipality of Waterloo approve the recommended interchange modifications at Northfield Drive and Highway 85, as per Report E-13-110, dated September 10, 2013.

CARRIED

TRANSIT SERVICES

c) E-13-115, New iXpress Route 202 University Avenue – Marketing Campaign

Received for information.

WASTE MANAGEMENT

d) E-13-101, Waste Management Master Plan: Study Update and Consultation Series 2 Summary

Received for information.

A Committee member referenced the Waste Export Policy that was provided at the consultation centres noting that the information was misleading since the information provided didn’t talk
about the 80,000 tonnes of green bin, blue box and biosolids that gets exported out of the Region and asked that the public be properly informed on this issue.

e)  E-13-116, Waste Management 2013 Update

Received for information.

**WATER SERVICES**

f)  E-13-102, Future Approach to Wastewater Operations 2016 - 2020

Chair J. Wideman asked for volunteers and none were forthcoming. J. Wideman noted he will appoint Councillors at a later time.

MOVED by J. Brewer
SECONDED by C. Zehr

THAT the Regional Municipality of Waterloo appoint two (2) Regional Councillors to an Evaluation Team to review and recommend a preferred approach for the Wastewater Service delivery as described in Report E-13-102 dated September 10, 2013.

CARRIED

g)  E-13-103, Drinking Water Quality Management Standard Program Update

MOVED by T. Galloway
SECONDED by T. Cowan

THAT the Regional Municipality of Waterloo receive the minutes from the annual Management Review of the Drinking Water Quality Management System as required, under Ontario Regulation 188/07.

CARRIED

**REPORTS – PLANNING, HOUSING AND COMMUNITY SERVICES**

**TRANSPORTATION PLANNING**

j)  P-13-088, Proposed Revisions to the Regional Transportation Impact Study Guidelines

R. Horne provided introductory comments and provided clarification on the guidelines.

MOVED by J. Haalboom
SECONDED by T. Cowan

That the Regional Municipality of Waterloo approve the proposed revisions to the Regional Transportation Impact Study Guidelines in accordance with the Regional Implementation Guidelines policies in the Regional Official Plan and the Regional Official Policies Plan as outlined in Report P-13-088, dated September 10, 2013:

a)  Require the submission of a completed Transportation Demand Management Checklist, as described in Attachment A of this report, for proposed new non-residential and mixed-use developments likely to generate 100 or more new peak direction auto trips or where
there are localized safety or roadway/intersection capacity deficiencies within the Urban Growth Centres, Major Transit Station Areas and Reurbanization Corridors of Cambridge, Kitchener and Waterloo;

b) Encourage the Cities of Cambridge, Kitchener and Waterloo to use a new voluntary Parking Management Worksheet, as set out in Attachment B, to calculate potential parking reductions, as appropriate, in conjunction with the Transportation Demand Management Checklist;

c) Include new language in Section 6 (Travel Demand) of the Guidelines to reflect the new Transportation Demand Management Checklist and Parking Management Worksheet, and to explain how they are applied by the Region and Area Municipalities; and

d) Include the Transportation Demand Management Checklist and Parking Management Worksheet in ‘The Big Shift Toolbox’ for developers and others interested in Transit Oriented Development in Waterloo Region.

CARRIED

INFORMATION/CORRESPONDENCE

a) Council Enquiries and Requests for Information Tracking List

Received for information.

OTHER BUSINESS

T. Galloway commended staff and the contractor on the Wesmount Road project highlighting that the site project manager was always on site. He pointed out it was a smooth operation for being a major road project. Bill Brodribb, Director, Design and Construction stated that Frank Stolch was the construction inspector on that project.

NEXT MEETING – October 1, 2013

ADJOURN

MOVED by J. Mitchell
SECONDED by L. Armstrong

THAT the meeting adjourn at 3:55 p.m.

CARRIED

COMMITTEE CHAIR, J. Wideman

COMMITTEE CLERK, E. Flewwelling
ION Logo Recommendation
Region of Waterloo's Rapid Transit Service

September 10, 2013
Presentation Overview

- Brand Development Process
- Logo Design Criteria
- Focus Group Research
- Staff Recommendation
- Proposed Family of Brands
Brand Development Process

- **Research/Review:** 4,000+ public comments, interviews, peer review
  - Established brand foundation, guidelines for selecting the best name
  - 300+ brand names, 11 short-listed, 3 for public consultation
- **Community Input:** 685 On-line surveys, 143 PCC attendees
  - 500+ names, new short-list of 20, 2 for public consultation
  - **Phone survey:** 305 residents from across the Region
- **Name Recommendation:** ION is approved by Council
- **Logo Design:** established criteria for creating and selecting the best logo
- **Focus Group Research:** 10 designs, 5 short-listed, 1 preferred option
  - **21 participants in 3 focus groups** (Cambridge, Kitchener Waterloo)
- **Logo Recommendation**

Connecting to the future
Logo Design Criteria

**General Design Criteria:**
- Meaningful – link to brand/service
- Memorable & Distinct – stands out
- Simple – easy to read
- Timeless – will last for years
- Scalable – printed flyer to vehicle
- Applicable for use with many media
- Works in colour and black & white

**Region of Waterloo Criteria:**
- Works for both technologies
- Fits within existing brand family (Region of Waterloo, GRT, iXpress)

connecting to the future
Focus Group Research

• **Purpose:**
  - Traditional marketing research tool used to identify perceptions
  - Qualitative research to provide direction
  - Important when dealing with something creative
  - Opportunity for in-depth discussion – quality of the feedback received
  - Identified as the most appropriate tool for public engagement

• **Research focused on identifying:**
  - First impressions, word associations
  - Strengths and weaknesses
  - Fit with existing brand family
  - Match with ION brand attributes
  - Possible negative associations or interpretations
Grand River Transit

GRT  Completion  Movement  Modern  GRT  Bold
Roundabout  GRT  Train tracks  iXpress  Flowing
Movement  Simple  Transit  Movement  My bus pass

The largest text signifies the word or phrase that came up most often from participants. Duplicates are highlighted to show repeating themes.
Preferred Logo

- Movement and motion
- Builds on the brand equity of iXpress
- Helps unite the transit services in a seamless and cohesive way
Staff Recommendation

- Most universally accepted
- Participants said the logo was:
  - Simple, showed movement, timeless
  - That it stood out amongst the rest
- Almost unanimous agreement
  - Connected most to the family of brands
  - Matched ION brand attributes
  - Paired nicely with iXpress and GRT
- Final considerations
  - Individual preferences are subjective
  - Critical to Focus on design criteria
  - Select logo that best matches the brand
Proposed Family of Brands

Region of Waterloo

GRAND RIVER TRANSIT

iXpress
2014 Budget Process

Transportation and Environmental Services

Pre - Budget Presentation

September 10, 2013

Thomas Schmidt, Commissioner, TES
Transportation and Environmental Services

- Design and Construction
- Water Services
  - Water
  - Wastewater
- Waste Management
- Transit Services (October 1, 2013)
  - Grand River Transit
  - Mobility Plus
- Transportation Services (October 1, 2013)
- Rapid Transit (October 1, 2013)
## Division
- Water Services
- Design and Construction
- Waste Management
- Transit Services
- Transportation Services
- Rapid Transit

## 2013 Operating Expenditures Budget
- $72 M
- $7 M
- $46 M
- $98 M
- $35 M
- $3.5 M
Design and Construction
Director: Bill Brodribb
Design & Construction Division

- Mandate: Project Management, Design and Construction of all TES Capital Programs

- Types of Capital Projects Delivered: Road, bridge, airport, water, wastewater and landfill infrastructure

- Annual Number of Actively Managed Projects: 110

- Annual Value of Construction Contracts: $140 Million

- Staff Complement: 54
  - Project Managers, Technicians, Surveyors, Support Staff
Financial Overview

• Division Operating expenditures are transferred to specific capital projects of TES Capital Programs via actual time sheet charges based on actual hourly rates

Source of Funding

• Tax levy and RDC Reserve for transportation and waste management capital projects
• Water/Wastewater Reserves for water/wastewater capital projects
Design & Construction Division
High Level Performance Measures for 2012

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<tr>
<th>Performance Indicator</th>
<th>Target</th>
<th>Actual</th>
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<tbody>
<tr>
<td>Amount of Transportation Capital Program Expended</td>
<td>100%</td>
<td>78%</td>
</tr>
<tr>
<td>Amount of Environmental Capital Program Expended</td>
<td>100%</td>
<td>91%</td>
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<tr>
<td>Construction Contracts Awarded on Time</td>
<td>100%</td>
<td>95%</td>
</tr>
<tr>
<td>Traffic Accidents/Claims During Construction</td>
<td>0</td>
<td>4</td>
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<tr>
<td>Engineering Cost as % of Construction Value</td>
<td>14%</td>
<td>11.7%</td>
</tr>
</tbody>
</table>

Docs #1468589
Capital Forecasts

Significant infrastructure needs

2013 Regional Budget
10 Year Capital Program
2012 - 2021

[Bar chart showing projected capital forecasts for transportation, transit, rapid transit, water/wastewater, and other categories from 2012 to 2021.]
• Weber Street Grade Separation

• Widen Ira Needles Blvd. from Highview to Erb

• Class EA Filing for the River Road Extension

• Complete Upgrades to the Waterloo WWTP to improve water quality of the Grand River
Design & Construction Division
Key Projects for 2014

• Continue Upgrades to the Kitchener WWTP to improve water quality of the Grand River

• Complete Digester Upgrades to the Preston WWTP to improve plant operating efficiencies

• Start Construction of Upgrades to the Residual Management Plant at Mannheim WTP to improve plant water use efficiency

• Construct New Landfill Cells at Waterloo Landfill Site to maintain landfill operating capacity
2014 Budget Process

Water Services
Director: Nancy Kodousek
Water Services

• Mandate: Supply Safe Drinking Water & Treatment of Wastewater
  • Water and Wastewater Operations
  • Engineering and Planning
  • Hydrogeology and Source Water
  • Water Efficiency
  • Environmental Enforcement and Laboratory Services
  • Finance and Administration

• Staffing
  • Certified trades & operators, technicians, technologists, engineers, hydrogeologists, analysts and support staff (134 water professionals)

• Distribution and Collection Systems
Water Operations & Maintenance

• Regulatory
  • Full Accreditation of Drinking Water Quality Management Systems
  • MOE Inspections 19 rated 100% from a total of 22 inspections

• Infrastructure
  • Water- Surface Water Treatment Plant, >115 Ground Water Wells & 15 Treatment Plants
  • Distribution services in the Townships of North Dumfries & Wellesley

• Average Monthly Activities
  • 5,400 Analytical Tests Performed
  • 620 Chlorine Analyzers Inspections/Calibrations
  • 30 Diesel Generator Load Tests
  • 125 Well Maintenance Inspections

Supplied 55 Million cubic meters of safe drinking water in 2012
• Key Trends
  • Continued impacts of decline in water demands
  • Water Supply Master Plan – refocus on a ground water supply system and deferral of Great Lakes Pipeline
  • Focus on Infrastructure Reinvestment – Well Upgrades, Replacement of Wells & Major Capital Infrastructure Renewal

• Water User Rate
  • 2013 Operating Budget $34.6 Million (User Rate)
  • 2013 10 year Capital Program $544 Million (User Rate & RDC)
  • User rate - projected 5.9% increase for 2014

• 2014 Water User Rate
  • Revised Capital Program – refocus on infrastructure renewal
  • Operating Program – focus on continuous improvement
Water Services Division
Water Operating Expenditures ($33.3 M)

2013 Budget ($000s)

- RDC Exemptions $250 (1%)
- Staffing Related Expenses $8,200 (24%)
- Utilities $6,700 (20%)
- GRCA $2,600 (8%)
- Debt Services $2,600 (8%)
- Interdepartmental Charges $4,000 (12%)
- Other Operating* $8,900 (27%)
Wastewater Treatment

• Infrastructure
  • Wastewater -13 Treatment Plants & 6 Pump Stations
  • Collection services in the Townships of North Dumfries & Wellesley

• Average Monthly Activities
  • Wastewater Treated ⇨ 5 Million cubic meters – 2000 Olympic size pools
  • Biosolids Produced ⇨ 45,000 Cubic meter – 18 Olympic size pools
  • Preventative Maintenance Performed ⇨ 1,220 Hours
  • Samples Analyzed ⇨ 1,400 Wastewater &1,025 Biosolids
  • Average Treatment Removal Efficiency ⇨ 98%

• Ontario Clean Water Agency (OCWA) Contract
**Wastewater Treatment Capital**

- Capital Projects Include Major Upgrades to:
  - Waterloo WWTP
  - Kitchener WWTP
  - Preston WWTP

- Growth Related Capital Projects:
  - Complete Assimilative Capacity Study Grand and Speed Rivers to support expansion at Waterloo & Hespeler WWTP
  - Continue River Monitoring Program to trend Grand River quality
  - Environmental Assessments to support future development
    - East Side Lands Pump Station
    - Hespeler WWTP
    - Baden-New Hamburg WWTP
    - Waterloo WWTP
Financial - Wastewater Treatment

• Key Trends
  • Weather fluctuations impact wastewater volumes
  • Reinvestment in existing infrastructure continuing
  • Environmental stewardship to protect the Grand River with treatment upgrades
  • Investigate Biosolids as a beneficial reuse material

• Wastewater User Rate
  • 2013 Operating Budget $34.7 Million (User Rate)
  • 2013 10 year Capital Program $731 Million (User Rate & RDC)
  • User rate - projected 7.9% increase for 2014

• 2014 Wastewater User Rate
  • Updated Capital Program – focus on growth & beneficial reuse
  • Operating Program – focus on commissioning new infrastructure
2014 Budget Process

Transportation and Environmental Services

Pre - Budget Presentation

September 10, 2013

Thomas Schmidt, Commissioner, TES
Water Services

Safe Drinking Water & Wastewater Treatment

Distribution & Collection Service for North Dumfries & Wellesley

Docs #1468589
Design and Construction Operating Expenditures ($7.0 M)

2013 Budget ($000s)

- Employee Compensation: $6,290 (90%)
- Interdepartmental: $380 (5%)
- Other Operating: $330 (5%)

Docs #1468589
Design and Construction Operating Revenues ($7.0 M)

2013 Budget ($000s)

- **Recoveries (Internal & External)**
  - $6,940
  - 99%

- **Fees & Charges**
  - $60
  - 1%

- **Tax Levy**
  - $1
  - 0%
Water Operations
Other Operating Expenses Breakdown*

- Maintenance & Repair
- Chemicals
- Property Taxes
- SCADA Communication
- Sludge Disposal
- Janitorial, Fees & Security
- Insurance
Wastewater Operations
Other Operating Expenses Breakdown*

• Property Taxes
• Lab Chemicals & External Service
• SCADA Communication
• Insurance
Water Operations & Maintenance

• Innovation
  • Optimization of Distribution System Supply
    • Improvements in water quality, reliability and reduced energy requirements for pumping to each pressure zone
  • Asset management
    • Initiatives to extend the life of the concrete reservoirs and water towers

• Energy Initiatives
  • Monitor hydro usage & submit consumption report to Province
  • Develop energy management plan including investigating online monitoring

• Clean Water Act
  • Development of Education/Awareness/Incentives
  • Develop procedures for future risk management office
Finance Department
Key Facts & Figures

• # of locations (example)
• Value of Inventory (example)
• # of AP Transactions (example)
• # of Payroll Transactions (example)
• # of FTE's (mandatory)
2013 Division Update
Waste Management Agenda

• Key Facts and Figures
• Financial Overview
• Key Trends and Issues
• Cost Containment Measures
• Future Budget Impacts
• Summary
Waste Management
Key Facts and Figures

• Operation of one engineered landfill (ISO 14001 certified)
• One bulk transfer facility in Cambridge
• Six small vehicle transfer stations
• Monitoring/maintenance of five closed landfills
• 495,000 transactions handled/processed annually
• Total tonnage landfilled in 2012 was 182,000 tonnes (residential and commercial)
• Over 1.5 million stops/month for curbside collection
• 53% residential diversion rate
• A total of 76.4 FTEs
Waste Management Capital Plan

- $ over 10 years = $138.9M
- Major Projects:
  - Cell Construction at Waterloo Landfill $23.5M
  - Environmental Assessment and Residual Waste Management Alternative Studies $17.9M
  - Equipment and Vehicles $17.7M
  - Leachate, Groundwater, Surface Water Water Controls $11.5M
  - Landfill Gas Collection Systems $9.5M
  - Facilities Upgrades and Maintenance $24.2M
Waste Management
Operating Expenditures (46.22M)

2013 Budget ($000's)

- Contracted Services: $28,774 (62%)
- Employee Compensation: $7,545 (16%)
- Debt Servicing: $5,068 (11%)
- Reserve Transfer: $1,303 (3%)
- Materials: $2,442 (5%)
- Internal/Other: $1,092 (3%)
Waste Management
Operating Revenues (46.22M)

2013 Budget ($000's)

- Tax Levy $30,468 66%
- Recycling Revenue $4,000 9%
- User Fee Revenue $7,925 17%
- Other $3,830 8%
Waste Management
Household Cost Impact

- One of the lowest Residential Cost Impacts at $127/household per year (2013)

Household Impact Comparison

<table>
<thead>
<tr>
<th>Region</th>
<th>Cost per Household (2012/2013)</th>
</tr>
</thead>
<tbody>
<tr>
<td>London</td>
<td>$64</td>
</tr>
<tr>
<td>Windsor</td>
<td>$107</td>
</tr>
<tr>
<td>Waterloo</td>
<td>$127</td>
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</tr>
<tr>
<td>Niagara</td>
<td>$180</td>
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<tr>
<td>Toronto</td>
<td>$214</td>
</tr>
<tr>
<td>Peel</td>
<td>$216</td>
</tr>
</tbody>
</table>
• Continued decline in IC&I waste tonnage to landfill
• Transition to lighter (less dense) waste stream
• Local waste transfer station market extremely competitive
• Surplus of low cost private sector landfill capacity continues to exist in Ontario and Northern United States
• Tipping fee reduction ≠ increased revenue
Waste Management
Key Trends and Issues Cont'd

• Volatility in recycling markets continue; pricing dependent on market conditions
• Noticeable transition to lighter weight materials
• Net program costs negative, even when significant revenue observed, once costs for collection and processing are included (not unique to Region)
• Noticeable operational shift away from disposal to diversion programs. Customer transactions remain consistent
• Staffing levels maintained or decreased proportionately in comparison to adding new services and programs
• Even with drop in landfill disposal tonnage, fixed costs for landfill operations have not been significantly impacted
Waste Management
Overall

• High level of Service at a reasonable cost
Waste Management Cost Containment Measures

- 2012 Budget Savings ($400,000)
- 2013 Budget Savings ($1,140,000)
- Best Practices (contract language, recyclable sales)
- Continued efficiency and effectiveness (OMBI, WDO)
- Future reductions challenging
- Closure of four rural transfer stations remains single most viable cost reduction measure
• Waste Management Master Plan
  • new programs; residual waste disposal strategy
• Extended Producer Responsibility
  • impacts of timing and funding
• Green Bin Program Optimization
  • curbside collection changes
• MPAC Re-Assessment
  • tax assessment implications and timing
Waste Management - Summary

- Revenue from IC&I waste will likely continue to erode
- Volatility in recycling markets expected to continue
- Significant capital, program and service level cost containment measures have already been undertaken
- Future budget impacts anticipated due to WMMP, EPR, etc.
- Household impact within the lower cost range in comparison to other municipalities
Waste Management

Questions

DOCS#1453706