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

MOTION TO RECONVENE INTO OPEN SESSION

MOVED by C. Millar
SECONDED by C. Zehr

THAT Council reconvene in Open Session.

CARRIED

DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT

R. Deutschmann declared a pecuniary interest with respect to items d) e) f) g) and h) on the Closed agenda and Report CR-RS-13-086/E-13-128, Southern Ontario Locomotive Restoration Society – Request for Funding, 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.

K. Seiling declared a pecuniary interest with respect to items d) e) f) g) and h) on the Closed agenda and Report CR-RS-13-086/E-13-128, Southern Ontario Locomotive Restoration Society – Request for Funding, due to two of his adult children who own residential properties within the proposed light rail transit corridor.

DELEGATIONS

a) John Shortreed appeared before Committee requesting the Region to undertake a $1 million due diligence study on the LRT in the next 3-4 months. He provided detailed information regarding money already committed to the LRT project and investment in the transit system. He provided a powerpoint presentation highlighting the rational for $1 million for due diligence study. A copy of the presentation is appended to the original minutes.

* T. Cowan entered the meeting at 12:48 p.m.

Committee members asked why the study should cost $1 million. J. Shortreed noted that this study has to be done independently, stating that an advisory committee has to be organized with business members and data needs to be gathered.

J. Shortreed responded to Committee members questions with respect to the timing of the LRT going to the Ainslie Street Station in Cambridge.
Mike Murray, Chief Administrative Officer highlighted currently what the Region of Waterloo is doing with respect to due diligence. He noted a number of different groups looking at different aspects of this project. He highlighted that the transit ridership is monitored by staff and reports to Council regularly, noting the 202 iXpress is running ahead of the ridership target and the 201 iXpress is on target with ridership. He provided a list of groups on the procurement and design and construction side that are looking at a number of the different elements of this project. He pointed out that the Region is providing due diligence.

REQUEST TO REMOVE ITEMS FROM CONSENT AGENDA

S. Strickland asked questions with respect to item 5 b) on the Consent Agenda. Uptown Waterloo King Street North Streetscape Improvement Project from Rapid Transit (Ion) Tracks to Central Street and King Street North Reconstruction from Central Street to University Avenue, Municipal Class Environmental Assessments – Information Package in advance of Combined Public Consultation Centre

S. Strickland inquired about reducing the lane capacity in Uptown Waterloo with the increase of population in that area. Staff responded that currently the 4 lanes are being underutilized and that information gathered from the Active Transportation Master Plan highlighted the need for cycling lanes on King Street.

MOTION TO APPROVE ITEMS OR RECEIVE FOR INFORMATION

MOVED by C. Zehr
SECONDED by J. Mitchell

THAT the following items be approved:


- THAT the Regional Municipality of Waterloo declare the lands described as Part Lot 10, RCP No. 1524 designated as Part 1 on Reference Plan 58R-6831 in the City of Kitchener surplus to the needs of the Region as described in Report No. CR-RS-13-091/P-13-099, dated November 12, 2013, and provide the standard public notification as required by the Region’s property disposition by-law;

AND THAT the Regional Municipality of Waterloo approve and execute all documentation related to the dedication of the lands described as Part Lot 10, RCP No. 1524 designated as Part 1, Reference Plan 58R-6831, City of Kitchener, at the cost of the Region, to the Corporation of the City of Kitchener for road widening purposes, for the sum of $1.00 as detailed in Report No. CR-RS-13-091/P-13-099, dated November 12, 2013 pursuant to the Region’s property disposition by-law and to the satisfaction of the Regional Solicitor.

- THAT the Regional Municipality of Waterloo approve an amendment to Controlled Access By-law #58-87 for a right in/right out, permanent access on the north side of Regional Road #80 (Can-Amera Parkway), approximately 140 metres east of Bishop Street in the City of Cambridge, as described in Report No. P-13-110, dated November 12, 2013.

AND THAT the following items be received for information:

1503163
• E-13-131, Trussler Road (Regional Road 70) Post 1-Year Construction Posted Speed Limit Review, City of Kitchener / Township of Wilmot

CARRIED

REGULAR AGENDA RESUMES

REPORTS - TRANSPORTATION AND ENVIRONMENTAL SERVICES

RAPID TRANSIT


Committee members stated that this report is heading in the right direction noting they are pleased to see a reasonable solution was made. A submission from the Southern Ontario Locomotive Restoration Society submitted was referenced and is attached to the original minutes.

MOVED by S. Strickland
SECONDED by G. Lorentz

That the Regional Municipality of Waterloo support the continuance of the not-for-profit activities of the Southern Ontario Locomotive Restoration Society (“SOLRS”) within the Waterloo Region by permitting SOLRS to re-use existing rail fixtures owned by the Region and additionally providing up to $150,000 in funding to assist the organization in relocating is tourist train operation to the north side of Northfield Drive near Conestoga Parkway in the City of Waterloo, as described in Report CR-RS-13-086/E-13-128 dated November 12th, 2013, and that the Commissioner of Transportation and Environmental Services enter into such agreements as may be satisfactory to the Commissioner and the Regional Solicitor to provide such assistance.

CARRIED

WASTE MANAGEMENT


Thomas Schmidt, Commissioner, Transportation and Environmental Services and Jon Arsenault, Director, Waste Management thanked Councillors J. Mitchell, C. Millar, T. Cowan and J. Wideman for participating on the project team.

Donna Serrati, Manager Engineering and Programs, Waste Management thanked all members involved in the project team and provided a presentation that highlighted:

• Introduction and Background;
• What We Know;
• What We Don’t Know;
• Where Are Our Opportunities;
• What We Heard; and
• What We Should Do;

A copy of the presentation is appended to the original minutes.
Committee raised questions with respect to timelines on diversion of waste and the impacts on the budget. J. Arsenault stated that a report will be coming to Committee in December or early January with concrete ideas and recommendations stating he doesn’t currently see impacts on the upcoming budget.

J. Arsenault provided clarification on the current curb side pick up contract and provided an update on the green bin program.

Some Committee members made comments with respect to incinerators noting the positive points and potential concerns with incinerators.

Committee members discussed the importance of public consultation during this process and stressed that the public needs to understand what the Region is doing and why.

MOVED by T. Cowan
SECONDED by J. Mitchell

THAT the Regional Municipality of Waterloo approve the Waste Management Master Plan Final Report, including recommended actions as itemized in Report E-13-127, dated November 12, 2013. The preferred strategy targets three primary and complementary areas of focus, and includes the following recommended actions:

**Diversion**

- Consideration of curbside collection policy changes to increase diversion (e.g. bag limits, bi-weekly garbage collection, standardized Regional residential waste collection), and consider “user pay” options (e.g. bag tags).

**Residual Waste Management**

- Further investigate thermal technology options (e.g. Feasibility Study, Business Case, Life Cycle Analysis, Environmental Impacts Study).

- Continue pursuit of opportunities with the Water Services Division to maximize inherent synergies for processing and disposal of residual waste and biosolids.

**Planning**

- Adopt a waste hierarchy that includes “Recovery” as the 4th R and consider recovery of energy and resources above waste disposal.

- Establish an inter-municipal working group to explore potential partnership opportunities for both diversion and residual waste management.

    CARRIED

d) E-13-136, Waste Management Funding Models

Received for information.

e) E-13-134, IC&I Waste Tonnage Reduction Impacts
Received for information.

REPORTS - PLANNING, HOUSING AND COMMUNITY SERVICES

TRANSPORTATION PLANNING

a) P-13-106, Electronic Fare Management System Project Update

J. Cicuttin, Acting Director, Transportation Planning provided introductory comments noting the smart card will replace monthly passes and tickets and allow for seamless transfers between GRT services.

M. Murray responded to Committee’s questions with respect Presto not responding to Request for Proposals (RFP). He highlighted that staff followed up directly with Presto stating Presto is aware of this report and the direction the Region is going.

J. Cicuttin provided clarification on how the smart card will work and the use of cash on buses.

MOVED by J. Mitchell
SECONDED by J. Haalboom

THAT the Regional Municipality of Waterloo issue a Request for Proposals for the supply and implementation of a turnkey Electronic Fare Management System based on a functional performance requirements specification as described in Report No. P-13-106, dated November 12, 2013.

CARRIED

INFORMATION/CORRESPONDENCE

a) Structural Design Innovation Award for Fairway Road Grand River Bridge was received for information.

b) Provincial Review of Land Use Planning and Appeal System was received for information.

c) Council Enquiries and Requests for Information Tracking List was received for information.

OTHER BUSINESS

a) J. Wideman highlighted a Media Advisory with respect to the completion of the Victoria Street Bridge that is taking place on Thursday, November 14, 2013 at 11:30 a.m.

b) C. Zehr introduced a resolution asking for Committee’s support regarding housing in the Region of Waterloo noting this item was discussed earlier that morning at the Community Services Committee meeting.

MOVED by C. Zehr
SECONDED by B. Halloran

WHEREAS, a stable and secure housing system that creates and maintains jobs and allows for a range of living options is essential to attracting new workers, meeting the needs of young families and supporting seniors and our most vulnerable citizens; and
WHEREAS the high cost of housing is the most urgent financial issue facing Canadians with one in four people paying more than they can afford for housing and mortgage debt held by Canadians now standing at just over $1.1 trillion; and,

WHEREAS housing costs and, as the Bank of Canada notes, household debt, are undermining Canadians’ personal financial security, while putting our national economy at risk; and,

WHEREAS those who cannot afford to purchase a home rely on the short supply of rental units, which is driving up rental costs and making it hard to house workers in regions experiencing strong economic activity; and,

WHEREAS an inadequate supply of subsidized housing for those in need is pushing some of the most vulnerable Canadians onto the street, while $1.7 billion annually in federal investments in social housing have begun to expire; and,

WHEREAS coordinated action is required to prevent housing issues from being offloaded onto local governments and align the steps local governments have already taken with regard to federal/provincial/territorial programs and policies; and,

WHEREAS the Federation of Canadian Municipalities (FCM) has launched a housing campaign, “Fixing Canada’s Housing Crunch,” calling on the federal government to increase housing options for Canadians and to work with all orders of government to develop a long-term plan for Canada’s housing future; and,

WHEREAS FCM has asked its member municipalities to pass a council resolution supporting the campaign;

AND WHEREAS, our community has continuing housing needs, such as the 3,162 households on the Community Housing wait list and the 3,447 people served by emergency shelters in 2012, that can only be met through the kind of long-term planning and investment made possible by federal leadership;

THEREFORE BE IT RESOLVED that council endorses the FCM housing campaign and urges the minister of employment and social development to develop a long-term plan for housing and puts core investments on solid ground, increases predictability, protects Canadians from the planned expiry of $1.7 billion in social housing agreements and ensures a healthy stock of affordable rental housing for Canadians.

BE IT FURTHER RESOLVED that a copy of this resolution be sent to the minister noted above, the Ontario minister of municipal affairs and housing (MMAH), to local MPs, to the Federation of Canadian Municipalities (FCM) and to the Association of Municipalities Ontario (AMO).

CARRIED

NEXT MEETING – December 3, 2013

ADJOURN

MOVED by K. Seiling
SECONDED by G. Lorentz
THAT the meeting adjourn at 2:10 p.m.

CARRIED

COMMITTEE CHAIR, J. Wideman

COMMITTEE CLERK, E. Flewwelling
1 million Due Diligence Study

for 1 Billion LRT (Capital + Operating)

John Shortreed,
Professor Emeritus (Transport Planning) U of W
shortreed@uwaterloo.ca

Presentation - Region of Waterloo, November 12, 2013
Rational for Million for Due Diligence Study

• Early next year Region will *irrevocably* commit to at least 1 billion in capital and operating cost over next 20 years
• LRT has high uncertainty with “HOPED FOR” 100,000 transit trips per day now using cars, which may not happen
• Bids will establish the minimum costs but not the demand & revenue
• Regional population split on benefits but majority opposed on basis Region is too small and no significant downtown (two polls)
• Organizations must do extensive due diligence in this situation
• Region used to large investments in roads, social housing, water and sewer, etc., where demand is a given and due diligence not needed
• Recent investment in transit and increased ridership means trends are evolving and measurable – makes due diligence easier
Irrevocable commitment to 1 billion

• About 750 million capital plus any over budget
• Minimum of about 200 million in incremental operating costs due to LRT and Cross Town iXpress routes
• Operating cost guaranteed to increase (because of contractual arrangements)
• Ridership revenue may be lower than target due either to lower ridership or less than 50% operating cost from fares
• Viable options exist as shown convincingly by original cost-benefit study and data from other cities
The Gamble – demand side only

• 730,000 population by 2013 (reasonably certain)
• 2.7 trips per day per capita (reasonably certain)
• Increase of 10% in transit trips from 5% of all trips to 15% (highly uncertain)
• TARGET INCREASE in transit trips = 730,000 x 2.7 x 0.1 = **197,000 New Transit Trips per day from car users**
• Transit trips AT RISK (assumes transit usage of London Ontario, Hamilton, Winnipeg, were achieved) – **130,000 Transit trips per day**
• Transit trips AT RISK versus Region’s model estimates (assumes considerable development in Central Transit Corridor) – **105,000 transit trips per day**
• Conservatively, about **100,000 transit trips per day are AT RISK**
Why costs can not be adjusted to meet Demand

- Region will contract for operations of the LRT
- Contractor will ensure, in the contract, that their costs and profit are covered even if demand is less than target and the Region tries to negotiate a lower level of service to contain costs
- If demand is less than target as well as paying for service not provided there will also be a revenue shortfall compared to estimates
- Also the RISK of not achieving 50% operating costs from revenue

- Conclusion – Huge downside in the Gamble
While Regional Council is Confident LRT will be success, Regional Residents are not

• Two polls, one by citizens and one by the Record, a couple of years ago found 60% prefer do nothing or BRT to LRT
• There are considerable people (about 40%) who think LRT is a good investment in the future
• Those opposed argue that the Region is too small, the biggest downtown core is too small (forecast to grow from 14,000 commuters per day to 24,000 commuters) to cause drivers and passengers to switch to transit
• Those in favour say people will see LRT stops and want to live/work/shop near them, causing development, but reality is that development follows riders not transit stops – so only transit users cause development, fewer riders less development
• Leads right back to - the 100,000 transit rides a day Gamble
The Region, given the uncertainty in the 100,000 Rides per Day Gamble, must do due diligence

• 11\textsuperscript{th} hour due diligence by Twitter led them to \textit{increase} their IPO price
• 11\textsuperscript{th} hour due diligence by Fairfax led them to \textit{revise} their bid for Blackberry
• 11\textsuperscript{th} hour due diligence by Barrick led them to \textit{delay} their 9 billion dollar investment in Chilean mine

• An 11\textsuperscript{th} hour due diligence study by the Region is warranted by the uncertainty in demand – 100,000 transit trips per day
Due Diligence Study for the LRT

• Would take about 3-4 months and cost about 1 million (1/10 th of 1 percent of $ at risk)
• Warranted since population is not convinced LRT is a wise investment
• Public support should be remeasured using data from the study, to give confidence to move forward
• Study should be independent from Region – with blue ribbon advisory committee including local business leaders
• Study would look at all assumptions to ensure they are still valid
• Example - expectation that cross town iXpress routes would generate new transit riders and more revenue – Next slide casts doubt on this
September PM Peak ON+OFF Route 202

- 92/97 riders used a University Pass
- Little new revenue
- 4.2 million per year operating cost
- Fails objective of 50% from fares
Rational for Million for Due Diligence Study

• Early next year Region will **irrevocably** commit to at least 1 billion in capital and operating cost over next 20 years
• LRT has high uncertainty with “HOPED-FOR” 100,000 transit trips per day now using cars, which may not happen
• Bids will establish the minimum costs but not the demand & revenue
• Regional population split on benefits but majority opposed on basis Region is too small and no significant downtown (two polls)
• Organizations must do extensive due diligence in this situation
• Region used to large investments in roads, social housing, water and sewer, etc., where demand is a given and due diligence not needed
• Recent investment in transit and increased ridership means trends are evolving and measurable – makes due diligence easier
November 12th, 2013

PROGRESS REPORT

Good day Chair Seiling and Regional Councillors

We are pleased to provide this report to your Planning and Works Committee meeting today.

CURRENT SITUATION:

As I’m sure you can understand, the Region’s decision to introduce the LRT system, utilizing the heavy rail from King Street to Northfield Drive in Waterloo, caused us to re-examine every detail of our operations, developed over the past seven years. The recommendation on your agenda today to support the Waterloo Central Railway is like the clouds breaking up and the sun shining down on our future. In anticipation of the recommendation passing committee today and council’s meeting next week, on behalf of our volunteer Society, the SOLRS Board of Directors would like to offer a very big ‘thank you’.

Today we are pleased to let you know that CP Rail, also an important SOLRS supporter, has donated to us two very unique 84’ baggage cars, originally built in 1943 to transport the RCMP’s musical ride. In recent years, these cars have been used as display cars on the Royal Canadian Pacific, one of the world’s leading tourist trains. The first car, #81, arrived last Thursday in Galt and was delivered to us yesterday. Much to our surprise and delight, the interior railway artifacts and information displays are still intact and in first class condition. Our preliminary use of this car will be as a mobile museum available to our passengers during our trips from Northfield to Elmira and return, with gated open doors (weather permitting) to allow our riders to view and photograph the passing countryside. The second car, #80, still enroute, will probably be used as our new station, gift shop and possibly an expanded snack bar, in a stationery location at the beginning of our route.

In addition, work is continuing on our existing fleet at our St. Jacobs restoration shop.
The next very significant item I wish to report about today is the agreement with Onward Manufacturing through Mr. Terry Witzel, CEO to allow us to use part of their property as the parking lot for our passengers and crew. At this point the agreement is only verbal because we wanted to ensure that we had a future here in the Region before entering into a formal contract. Preliminary discussion with the City of Waterloo seems to indicate that subject to approved technical issues, they will allow us to build the parking lot, the most important component of our relocation, because “no parking = no riders”. Our development work will continue through this winter.

Based on advance ticket sales, by the completion of our Santa trains on December 15th, we will have carried over 20,000 passengers in this our seventh and best season. Our first Santa Train at 10 AM on November 30th, is our annual VIP Special; you and your families are invited to ride with us. Please RSVP as per our invitation by November 15 as seats are limited.

We now look forward to many years of continuing operations in the Region of Waterloo.

FUTURE CHALLENGES:

In the same manner as with all not-for-profit and charitable organizations, our major challenge is funding. Your recommendation of track donation and cash will solve the primary question about ‘a place to live’ for our train. Our search continues for capital to pay for parking lot development and other re-location expenses.

Next we have to find a way to reinvent our trip. Currently it takes 26 minutes from departure at Father David Bauer Drive, through the heart of Waterloo to our arrival at the Farmers’ Market. There is a host of interesting sites along the track for our commentator to share with our riders. From Northfield Drive, the same destination will be reached in 6 to 7 minutes – hardly worthwhile for all the effort it will take to park, get the kids into strollers and buy tickets. Our fare structure will need revision.

Elmira forms an interesting new destination for our riders but the challenge there will be to transport our passengers downtown because it is too long a walk for children or some seniors. We hope a company such as the Elliot School Bus Company, which has a depot in Elmira, may be persuaded to run a downtown shuttle on Saturdays. In addition, there is no actual passenger platform and we stop there courtesy of Chemtura Chemical Company and use their trackage and parking area. We do not visualize that we will continue to run three trains each operating day to the same locations, as is our current schedule. New ideas and programs are being developed. Stay tuned!
One of the Object Clauses in our original Letters Patent from 1986 relates to providing railway education and we hope to develop a program that will utilize our train as a classroom, perhaps for grade 7 or 8 history classes. One of our volunteers, Willy Nassau who turned 91 yesterday, has developed “The History of the Steam Locomotive” composed on six, two and a half hour sessions, which he presents annually to UW engineering students. The course could be adapted to a three session format for primary or secondary school students. We also hope to meet with representatives at Conestoga College to create a program or special event within their heavy equipment training courses or perhaps as part of their Continuing Education program.

Only a week ago, we learned that the Teamsters’ Union (the union representing railway conductors) is planning on the donation to SOLRS of a full size, operational locomotive training simulator. It is for a GP40 designation locomotive, one of the best-selling locomotive series ever built. Currently located at the national railway museum - Expo Rail - in Delson Quebec, we are developing plans to bring it to Ontario, possibly Waterloo, in 2014. What a teaching tool that may become!

Finally, we are reviewing our policy and practices concerning our current restoration work, with a view to increasing our results to “as built” or museum display quality. We currently restore cars to operational standards so they can be used on our trains, which form the biggest component of our cash flow. Such an increase in restoration quality will entail higher expenditure of time and money to return our antique rolling stock to its original state.

* * * * * * * *

So, ladies and gentlemen, that is our situation as of today. We are very excited about our future here in Waterloo. Although it is perhaps a little premature, we want to say thanks again for your support. Today’s recommendation makes the difference between staying in the Region or finding a new home for SOLRS and the WCR. We’re very glad to stay at home here.

Respectfully submitted

Ross White – President
Southern Ontario Locomotive Restoration Society
o/a Waterloo Central Railway
Waste Management
Master Plan

Final Study Report
Content

• Introduction & Background
• What We Know
• What We Don't Know
• What We Heard
• Where Are Our Opportunities
• What Should We Do
Introduction & Background

- First Waste Management Master Plan (WMMP) developed in 1986 and updated every 5 years
- Objective was to ensure long term landfill disposal capacity
- More than threefold increase in material diverted over 15+ years amidst a population increase of 35%
- Approximately 20 years of remaining disposal capacity
Introduction & Background

- New WMMP study initiated in spring 2012 to establish a new direction for waste management
- Founded on sustainability, consultation and aligned with strategic vision
- Focus: Diversion, Residual Waste Management, Planning
What We Know

• The Region is growing: 729,000 residents by 2031

• Per capita waste disposal in the Region 5% lower than the national average and has plateaued at approximately 170 kg/person

• The Region's residential waste diversion rate has plateaued at approximately 52%
What We Know

• Volume of IC&I waste received is declining
• By 2031 projected residential residual waste tonnage could be 110,000 - 130,000 t compared to 90,000 t at present
• Remaining capacity at Waterloo Landfill varies from 16 – 30 years depending on volume of ICI waste received
What We Know

- Our municipal neighbours are facing similar issues (increasing costs, finite landfill life, pressure to balance cost containment with the 3R's)
- Future disposal technology selection will be a polarizing issue
- Funds are limited
What We Don't Know

• Magnitude of continued ICI waste stream reduction
• Impact of private market trends
• Impact of new provincial legislation
• US Borders remaining open to Canadian waste
• Pace, extent and commercial viability of new and emerging technologies
Where Are Our Opportunities

- Increase diversion rate via curbside policy changes and resource recovery
- Partnering to take advantage of synergies with municipal neighbours, the private sector, Water Services division
- Locally: environmentally, socially and fiscally responsible solution
- Globally: avoidance of greenhouse gas emissions and virgin resource consumption
What We Heard

*Diversion*

- Public support for policy changes to encourage greater participation in diversion programs
Residual Waste Management

• Thermal treatment is the preferred option based on local and global impacts
• Thermal treatment provides opportunity to reduce impacts: GHG emissions, resource consumption
• Thermal treatment provides opportunity to recover resources for beneficial reuse: energy, heat
What We Heard

Residual Waste Management

- Thermal treatment provides opportunity to potentially divert over 80% of material from landfill disposal
- Public support for thermal treatment
- Public support for waste import and export IF associated with thermal treatment
What We Should Do

*Diversion*

- Consider curbside collection policy changes to increase diversion (e.g. bag limits, bi-weekly garbage collection, standardized Regional residential waste collection) and consider "user pay" options (e.g. bag tags)
- Report back to PWC late 2013/early 2014
What We Should Do

Residual Waste Management

- Further investigate thermal technology options (Feasibility Study, Business Case, Life Cycle Analysis, Environmental Impact Study)
- Continue to work with Water Services Division to maximize inherent synergies for processing and disposal of residual waste and biosolids
What We Should Do

Planning

• Adopt a waste hierarchy that includes “Recovery” as the 4th R and consider recovery of energy and resources above waste disposal.

• Establish an inter-municipal working group to explore potential partnership opportunities for both diversion and residual waste management.
Questions