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FINANCE & STRATEGIC PLANNING COMMITTEE MEETING

Monday, October 21, 2019

2:00 P.M.

AGENDA

Councillor Henry in the Chair

1. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

2. APPROVAL OF MINUTES

a) [September 16, 2019 – Finance & Strategic Planning Committee Meeting Minutes](#)

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1. That the minutes of the Finance & Strategic Planning Committee Meeting held on Monday, September 16, 2019 be approved as printed.

3. DELEGATIONS

None

4. PRESENTATIONS

None

5. CONSENT MOTION

None

6. STAFF REPORTS

- a) **Title:** **Investing in Canada Infrastructure
Program – Community, Culture and
Recreation Funding Grant Application**
- Report No.: CORP2019-066
- Prepared By: Brad Witzel
 Kevin Van Ooteghem

Page 16

Recommendations:

1. That Council approve CORP2019-066.
2. That Council endorses and approves the submission of the following three projects as the City of Waterloo's applications to the Investing in Canada Infrastructure Program – Community, Culture and Recreation Funding Grant:
 - i. Albert McCormick Community Hub - Community Centre, Library, & Indoor-Outdoor Sports Park
 - ii. RIM Park Community Hub: Energy Conservation & Outdoor Recreation Modernization
 - iii. Waterloo Park Heritage/Cultural Assets Strategic Refurbishments
3. That 2019 capital funding for the Action Sports Parks - City Wide Upgrades (AMCC) in the amount of \$774,000 be released; funded \$411,000 from the Parkland Dedication Reserve Fund-General, \$121,000 from the Capital Reserve Fund and \$242,000 from the Development Charges Reserve Funds, as per the approved 2019 capital budget (ref #220 & #221).
4. That Council approves a City of Waterloo contribution to the Wilfrid Laurier University Stadium Project submission in the amount of \$2,500,000 which will be incorporated into the 2020-2022 capital budget and forecast.

5. That Council approves a City of Waterloo contribution to the University of Waterloo Columbia Icefield Expansion & Indoor Track project submission in the amount of \$2,500,000 which will be incorporated into the 2020-2022 capital budget and forecast.
6. That Council delegates authority to the CFO and Director of Financial Planning to authorize the City of Waterloo Investing in Canada Infrastructure Program – Community, Culture and Recreation Funding Grant applications.
7. That Council authorizes the Mayor and Clerk to sign the grant transfer payment agreements and any other related documents.

b) Title: **Brownfields Financial Incentive Program – TIG Program for 119 Roger Street** **Page 41**
Report No.: CAO2019-029
Prepared By: Rachel Martin
 Brad Witzel

Recommendations:

1. That Council approve report CAO2019-029.
2. That Council approves the Tax Increment Grant to Reid's Heritage Homes Ltd. for the property known as 119 Roger Street.
3. That the joint Tax Increment Grant does not exceed the maximum amount of \$2,335,464 for the City to be financed from the incremental tax revenue for the property following remediation, redevelopment and reassessment.
4. That the Region of Waterloo brownfield coordinator be advised of City Council's decision regarding this application.
5. That the Mayor and Clerk be authorized to execute a TIG Agreement, and any related documents, in coordination with the Region of Waterloo with the registered owner of 119 Roger Street to the satisfaction of the City and Regional Solicitors.

c) **Title:** **Brownfields Financial Incentive Program – TIG Program for 70 King Street North** **Page 55**
Report No.: CAO2019-030
Prepared By: Rachel Martin
 Brad Witzel

Recommendations:

1. That Council approves report CAO2019-030.
2. That Council approves the Tax Increment Grant to 2422409 Ontario Inc. (HIP Developments Inc.) for the property known as 70 King Street North.
3. That the joint Tax Increment Grant does not exceed the maximum amount of \$2,167,832 for the City to be financed from the incremental tax revenue for the property following remediation, redevelopment and reassessment.
4. That the Region of Waterloo brownfield coordinator be advised of City Council's decision regarding this application.
5. That the Mayor and Clerk be authorized to execute a TIG Agreement, and any related documents, in coordination with the Region of Waterloo with the registered owner of 70 King Street North to the satisfaction of the City and Regional Solicitors.

d) **Title:** **2020 Canada Day** **Page 69**
Report No.: CAO2019-033
Prepared By: Astero Kalogeropoulos

Recommendations:

1. That Council approve report CAO2019-033.
2. That Council directs staff to include the required Canada Day Programming Event budget in the 2020-2022 operating budget.

- e) **Title:** **Release of Funding for Heritage Assets – Facility Design & Management** **Page 73**
Report No.: COM2019-029
Prepared By: Sunda Siva

Recommendations:

1. That Council approve report COM2019-029.
2. That Council approve the release of funding of \$62,000 for Heritage Assets Conservation Management Plans, from the Heritage Reserve Funds, as per the approved 2019 Capital Budget ref. #658, project # 190038 with the remaining funds directed towards the restoration of the foundations of the barn at the Elam Martin Farm.

- f) **Title:** **Development Charge Background Study & Update** **Page 77**
Report No.: CORP2019-070
Prepared By: Michael Pugliese

Presentation: Michael Pugliese, Senior Financial Analyst

Delegations:

1. Stefan Krzeczunowicz, Associate Partner, Hemson Consulting Ltd.
Julia Cziraky, Consultant, Hemson Consulting Ltd.

Recommendations:

1. That CORP2019-070 be approved.
2. That the City's updated Development Charge Background Study be received as information.
3. Having considered the use of area specific development charges, Council resolves to continue its current practice of imposing development charges on a city wide basis.

g) Title: WMRC Expansion – Release of Funds and Project Update

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Report No.: COM2019-033
Prepared By: Kevin Van Ooteghem
Kim Reger

Presentation: Kevin Van Ooteghem, Senior Project Engineer

Delegations:

1. Mario Pistone, Vice President, Parkin Architects Ltd.

Recommendations:

1. That Council approve report COM2019-033.
2. That capital funding for the Waterloo Memorial Recreation Complex Expansion project in the amount of \$24,540,000, funded \$11,592,000 from Development Charges, \$1,367,000 from the Capital Infrastructure Renewal and Replacement Fund, \$4,897,000 from Gas Tax Reserve, \$2,784,000 in debt proceeds, and \$3,900,000 from developer proceeds, be released, as per the Approved 2019 Capital Budget (Ref#341,342).
3. That Council approve the required Public Art Contribution as per Policy A-018, in the amount of \$242,538, and that it be directed to fund the Public Art component of the Waterloo Memorial Recreation Complex Expansion project.
4. That Council approve the transfer of \$1,000,000 from the 2019 Approved Capital Budget, Ref#293 – Routine Roofing Replacement Project (Project #190020), to the Waterloo Memorial Recreation Complex Expansion Project (Project #180011), to consolidate funding for this work as previously approved in report COM2019-014.

h) Title: [City of Waterloo Response to the Truth and Reconciliation Commission Calls to Action](#)

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Report No.: COM2019-032
Prepared By: Pamela Albrecht

Presentation: Pamela Albrecht; Coordinator, Community Outreach

Recommendations:

1. That Council approve report COM2019-032.
2. That Council approve Appendix A as the Corporation's official Action Plan in response to the Truth and Reconciliation Commission's Calls to Action.
3. That Council adopt Appendix B as the Corporation's Territorial Acknowledgement.

7. CONSIDERATION OF NOTICE OF MOTION GIVEN AT A PREVIOUS MEETING

None

8. NOTICE OF MOTION

None

9. COMMUNICATIONS AND CORRESPONDENCE

None

10. REGIONAL INFORMATION AND CORRESPONDENCE

None.

11. UNFINISHED BUSINESS

12. NEW BUSINESS

- i. Delegations
- ii. Items removed from Consent Motion to be dealt with separately
- iii. Staff Reports
- iv. Other Business

13. QUESTIONS

14. ADJOURNMENT



A meeting of the Finance and Strategic Planning Committee of the Corporation of the City of Waterloo was held on September 16, 2019 at 2:01 PM in the Council Chambers, 100 Regina Street South, Waterloo, Ontario



FINANCE & STRATEGIC PLANNING COMMITTEE MEETING

Monday, September 16, 2019

Minutes - DRAFT

PRESENT: Mayor Dave Jaworsky, Councillor Sandra Hanmer, Councillor Royce Bodaly, Councillor Angela Vieth, Councillor Diane Freeman, Councillor Jen Vasic, Councillor Jeff Henry, Councillor Tenille Bonoguore

Councillor Henry in the Chair

1. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

No disclosure of pecuniary interest was declared by any member of Council at this point in the meeting.

2. APPROVAL OF MINUTES

a) June 17, 2019 – Finance & Strategic Planning Committee Meeting

Moved by Councillor Freeman, seconded by Councillor Hanmer:

That the minutes of the Finance & Strategic Planning Committee Meeting held on Monday, June 17, 2019 be approved as printed.

Carried Unanimously

3. DELEGATIONS

a) IMPACT – International Theatre Festival

Pam Patel, Artistic Director, MT Space Productions, informed Council that MT Space was holding its biannual IMPACT Theatre Festival from September 24th to 29th. The festival is hosting numerous international theatre productions, including MT Space's own production of AMAL. She invited members of Council to attend the shows at the festival as well as the opening ceremony on September 24th.

Emily Jung, Festival Producer, MT Space, advised Council of the considerable expansion by MT Space since their inception in 2004, including their recent acquisition of office space at the First United Church in Waterloo.

Ms. Patel provided information on MT Space's long-term business plans, which include employing more artists and providing additional space accessible to the community at affordable rates.

b) Royal Medieval Faire Update

Tracy Biggar (Queen Charlotte), Volunteer, and Mary Drozd-Lutka (Mary Contrary), Volunteer, Royal Medieval Faire, thanked the City of Waterloo for 22 years of support of the Royal Medieval Faire and invited all of Council to attend on Saturday, September 21st at Waterloo Park.

c) City of Kitchener – Resolution of Council Denouncing the Passage of Bill 21 in the Province of Quebec

Sarah Shafiq, Project Coordinator, Together Against Islamophobia, Coalition of Muslim Women of KW, advised Council that Bill 21, a statute recently enacted in the Province of Quebec, targets religious minorities for discrimination, particularly Muslim women. The legislation prohibits state employees in positions from authority (e.g. teachers, police) from wearing religious symbols and effectively bars women who wear the *niqab* from receiving public services.

Ms. Shafiq advised that advocacy groups are reporting an increase in harassment of Muslim women in Quebec and Ontario, which they attribute to the legislation's perceived support for Islamophobia. Statistics Canada has also reported a 207% increase in attacks against Muslims in Ontario.

Fauzia Mazhar, Executive Director, Coalition of Muslim Women of KW stated that when Charter rights are threatened in Canada, individuals and organizations have a responsibility to take action. She defined the problem as one of restricting the economic freedoms of religious minorities based on their choice of clothing.

Both delegates representing the Coalition of Muslim Women of KW urged Council to support the resolution of the City of Kitchener passed on August 26, 2019 denouncing Bill 21 in the Province of Quebec.

Michael Clifton, Steering Committee Member, Interfaith Grand River, read a formal statement submitted by Interfaith Grand River expressing dismay at the passage of the legislation and noting the harm that the effect of this law will have on religious minorities, particularly Sikhs and Muslim women. Mr. Clifton stated that Interfaith Grand River denounces Bill 21 and encourages all municipal and provincial authorities to do likewise.

Mr. Clifton offered his personal support of the motion proposed by Councillor Vasic and requested that the fifth paragraph of the motion be amended to explicitly denounce Bill 21.

At this time, Councillor Vasic requested that the correspondence from the City of Kitchener dated September 5, 2019 pertaining to a resolution on Bill 21 be considered immediately, as well as the request to amend the motion.

The Chair requested a vote on the amendment to the motion.

Moved by Councillor Vasic, seconded by Councillor Bodaly:

That the fifth paragraph of the motion be amended to the following:

THEREFORE BE IT RESOLVED, the City of Waterloo denounces Bill 21's intent and substance and reaffirms its commitment to its strategic plan's priorities of equity, inclusion and belonging, healthy community and resilient neighbourhoods, and a healthy and safe workplace, which includes religious freedom practiced with sincerity, compassion, and love.

Motion Carried
7 Voting in Favour
1 Voting in Opposition
(COUNCILLOR VIETH)

Moved by Councillor Vasic, seconded by Councillor Bonoguore:

WHEREAS, according to a Statistics Canada report there has been a 207% increase in hate crimes reported by Muslims in Ontario.

WHEREAS, Islamophobia and religious intolerance are prevalent and longstanding problems in Waterloo Region.

WHEREAS, the Province of Quebec has recently passed Bill 21 which prohibits public servants in influential positions from wearing religious symbols.

WHEREAS, this bill directly affects the health, well-being, and sense of belonging of members of the growing Muslim Community in Waterloo Region, and disproportionately Muslim women, who fear this bill might incite similar systemic policies, legislation, and practices in other provinces and communities, such as the province of Ontario and the City of Waterloo.

THEREFORE BE IT RESOLVED, the City of Waterloo denounces Bill 21's intent and substance and reaffirms its commitment to its strategic plan's priorities of equity, inclusion and belonging, healthy community and resilient neighbourhoods, and a healthy and safe workplace, which includes religious freedom practiced with sincerity, compassion, and love.

THEREFORE BE IT ALSO RESOLVED, the City of Waterloo is urging the province and provincial advocacy bodies to affirm their commitment to policies, legislation, and practices that promote religious freedom, anti-racism, as well as promote equity, inclusion, and belonging in neighbourhoods, communities, and workplaces.

BE IT FINALLY RESOLVED, that this resolution be forwarded to the Honourable Premier of Ontario, local Members of Provincial Parliament, the Region of Waterloo, local municipalities, and the Association of Municipalities of Ontario.

Carried Unanimously

Councillor Bodaly left the meeting:
Councillor Bodaly returned to the meeting:

(Time: 3:09 p.m.)
(Time: 3:10 p.m.)

4. STAFF REPORTS

- a) **Title:** **RFQ19-44 Supply and Delivery of Highway Salt**
 Report No.: IPPW2019-053
 Prepared By: Christine Koehler

Moved by Councillor Freeman, seconded by Councillor Vieth:

1. That IPPW2019-053 be approved.
2. That Council approve the award of RFQ 19-44 – Supply and Delivery of Highway Salt to Compass Minerals Canada Inc. for the submitted yearly price of approximately \$774,592.00 (based on four year average) plus unrecoverable HST in the amount of \$13,696.69 for a total award value of \$788,228.69.
3. That the Mayor and Clerk be authorized to sign the Master Adoption Agreement between The Corporation of the City of Waterloo and Compass Minerals Canada Inc., and any other documents related to this project, subject to the satisfaction of the City's Director of Legal Services.

Carried Unanimously

- b) **Title:** **Award of RFQ#19-04 – Pumper/Rescue 12 Replacement**
 Report No.: COM2019-025
 Prepared By: Ryan Schubert

Moved by Councillor Vieth, seconded by Councillor Freeman:

1. That Council approve report COM2019-025.
2. That Council approve the 2019 capital funding for Replacement of Pump 12 ref#319 in the amount of \$682,000, funded from Capital Infrastructure Replacement Reserve Fund (CIRRF).
3. That Council approve the award of RFQ19-04 for the purchase of one (1) new pumper/rescue fire apparatus to ResQtech Systems Inc. at the negotiated price of \$739,575.00 plus unrecoverable HST in the amount of \$13,020.22 for a total award value of \$752,595.22.

4. That the Mayor and Clerk be authorized to sign the Agreement between the Corporation of the City of Waterloo and ResQtech System Inc., and any other documents related to this project, subject to the satisfaction of the City's Director of Legal Services.

Carried Unanimously

- c) Title: Efficiencies and Continuous Improvement Efforts**
Report No.: CAO2019-031
Prepared By: Adam Lauder

Adam Lauder, Executive Officer to the CAO, reviewed the report and responded to questions from Council.

Keshwer Patel; Commissioner, Corporate Services; Chief Financial Officer and Treasurer; and Tracie Bell; Director, Fleet and Procurement Services; advised Council on several planned projects at the City of Waterloo which will use a Lean Six Sigma approach which emphasizes improving efficiencies and reducing variation and errors in processes.

Councillor Vieth left the meeting: (Time: 3:58 p.m.)

Moved by Mayor Jaworsky, seconded by Councillor Hanmer:

1. That CAO2019-031 be received as information.

Carried Unanimously
(Councillor Vieth absent for vote)

Mayor Jaworsky left the meeting: (Time: 4:00 p.m.)

Councillor Bodaly left the meeting: (Time: 4:00 p.m.)

Councillor Vieth returned to the meeting: (Time: 4:00 p.m.)

Mayor Jaworsky returned to the meeting: (Time: 4:01 p.m.)

Councillor Bodaly returned to the meeting: (Time: 4:02 p.m.)

- d) **Title:** **2020-2022 Budget Strategy**
 Report No.: CORP2019-061
 Prepared By: Filipa Reynolds
 Brad Witzel

Filipa Reynolds; Director, Financial Planning; and Deputy Chief Financial Officer, reviewed the report and responded to questions from Council.

Brad Witzel, Financial Analyst, responded to questions from Council.

Moved by Councillor Vieth, seconded by Councillor Bodaly:

1. That Council receives CORP2019-061 for information.

Carried Unanimously

5. NEW BUSINESS

- iv. Other Business

Councillor Henry requested information from Shayne Turner, Director, Municipal Enforcement Services about maintenance and property standards issues for tenants in student rental buildings and what processes are in place for students to request assistance in the case of maintenance disputes with landlords.

Councillor Vieth left the meeting:

(Time: 4:43 p.m.)

6. ADJOURNMENT

Moved by Councillor Vasic, seconded by Councillor Freeman:

That the meeting adjourn.

(Time: 4:53 p.m.)

Carried Unanimously
(Councillor Vieth absent for vote)

READ AND APPROVED, October 21, 2019

Chair, Finance and Strategic Planning
Committee

City Clerk



STAFF REPORT
Financial Planning

Title: Investing in Canada Infrastructure Program – Community, Culture and Recreation Funding Grant Application

Report Number: CORP2019-066

Author: Brad Witzel & Kevin Van Ooteghem

Meeting Type: Finance & Strategic Planning Committee Meeting

Council/Committee Date: October 21, 2019

File: 190008

Attachments: Appendix A, B and C - City of Waterloo ICIP Grant Projects Visualization Concepts
Appendix D WLU Stadium Project ICIP Grant Visualization Concepts
Appendix E UW Columbia Icefield Expansion & Indoor Track Project ICIP Grant Visualization Concepts

Ward No.: City-wide

Recommendations:

1. That Council approve CORP2019-066.
2. That Council endorses and approves the submission of the following three projects as the City of Waterloo's applications to the Investing in Canada Infrastructure Program – Community, Culture and Recreation Funding Grant:
 - i) Albert McCormick Community Hub - Community Centre, Library, & Indoor-Outdoor Sports Park
 - ii) RIM Park Community Hub: Energy Conservation & Outdoor Recreation Modernization
 - iii) Waterloo Park Heritage/Cultural Assets Strategic Refurbishments
3. That 2019 capital funding for the Action Sports Parks - City Wide Upgrades (AMCC) in the amount of \$774,000 be released; funded \$411,000 from the Parkland Dedication Reserve Fund-General, \$121,000 from the Capital Reserve Fund and \$242,000 from the Development Charges Reserve Funds, as per the approved 2019 capital budget (ref #220 & #221).
4. That Council approves a City of Waterloo contribution to the Wilfrid Laurier University Stadium Project submission in the amount of \$2,500,000 which will be incorporated into the 2020-2022 capital budget and forecast.

5. That Council approves a City of Waterloo contribution to the University of Waterloo Columbia Icefield Expansion & Indoor Track project submission in the amount of \$2,500,000 which will be incorporated into the 2020-2022 capital budget and forecast.
6. That Council delegates authority to the CFO and Director of Financial Planning to authorize the City of Waterloo Investing in Canada Infrastructure Program – Community, Culture and Recreation Funding Grant applications.
7. That Council authorizes the Mayor and Clerk to sign the grant transfer payment agreements and any other related documents.

A. Executive Summary

On September 3, 2019 the [Community, Culture and Recreation \(CCR\) stream](#) of the Investing in Canada Infrastructure Program (ICIP) was launched. The ICIP is a cost-shared infrastructure funding program between the federal government, provinces and territories, and municipalities and or other applicants. This program stream will see approximately \$407 million in federal funding and \$320 million in provincial funding distributed across Ontario.

The Community, Culture and Recreation stream will support community infrastructure priorities across the province, improving access to and / or quality of community, cultural, and recreation priority infrastructure projects. Also of note, joint projects between multiple eligible applicants, particularly those that service multiple communities, are encouraged and will be given additional consideration as part of the assessment process.

Numerous projects were reviewed by a cross functional grant team comprised of members from Facility Design & Management Services, Engineering Services, Environment & Parks Services, Planning Approvals, Economic Development and Finance. After consulting with and receiving approval from ECMT, staff recommends that the following three City of Waterloo projects be submitted under the ICIP-CCR:

- 1) Albert McCormick Community Hub - Community Centre, Library, & Indoor-Outdoor Sports Park
- 2) RIM Park Community Hub: Energy Conservation & Outdoor Recreation Modernization
- 3) Waterloo Park Heritage Assets Strategic Refurbishments

Applications are due on Tuesday **November 12, 2019**. In accordance with FC-004 Grant Policy, staff are seeking Council's approval of the recommended projects through this report, CORP2019-066.

B. Financial Implications

Approximately \$407 million in federal funding and \$320 million in provincial funding will be available for the Community, Culture and Recreation stream over 10 years starting in 2019-20. The following breakdown defines the maximum cost-share percentages of total eligible costs:

- Federal Contribution - 40%
- Provincial Contribution - 33.33%
- Applicant (Municipal) Contribution - 26.67%

The total project value of the three City ICIP-CCR recommended projects is \$30,000,000 with the potential to receive \$21,999,000 in federal and provincial grant funding if all three projects were successful. Please note, the Community, Culture and Recreation intake is a competitive process. Funding approval is not guaranteed. The City of Waterloo is in a financial position to fund the required City commitment of \$8,001,000 within the proposed 2020-2022 capital budget and 2023-2029 capital forecast as outlined under section #5.

Table 1: ICIP-CCR Financial Implications – City Projects:

Description	AMCC Project Funding, if Successful	RIM Project Funding, if Successful	Waterloo Park Heritage Project Funding, if Successful	TOTAL ICIP-CCR Project Proposal	% of Budget
ICIP-CCR - Federal Funding	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 12,000,000	40%
ICIP-CCR - Provincial Funding	\$ 3,333,000	\$ 3,333,000	\$ 3,333,000	\$ 9,999,000	33%
Total Grant Funding	\$ 7,333,000	\$ 7,333,000	\$ 7,333,000	\$ 21,999,000	73%
*Municipal Funding	\$ 2,667,000	\$ 2,667,000	\$ 2,667,000	\$ 8,001,000	27%
Total Municipal Capital Funding	\$ 2,667,000	\$ 2,667,000	\$ 2,667,000	\$ 8,001,000	27%
Total Project Budget	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 30,000,000	100%

*City contributions are included in the proposed 2020-2022 capital budget and 2023-2029 capital forecast

In addition to the three City led project applications, staff is also recommending a \$2,500,000 contribution to the Wilfrid Laurier University Stadium Project submission and a \$2,500,000 contribution to the University of Waterloo Columbia Icefield Expansion & Indoor Track project submission. These contributions will be included in the 2020-2022 capital budget and 2023-2029 capital forecast (Comm Services Contribution to Post-Secondary Recreation Facility Expansion) funded by PUB-Gen.

C. Technology Implications

N/A

D. Link to Strategic Plan

(Strategic Objectives: Equity, Inclusion and a Sense of Belonging; Sustainability and the Environment; Safe, Sustainable Transportation; Healthy Community & Resilient Neighbourhoods; Infrastructure Renewal; Economic Growth & Development)

(Guiding Principles: Equity and Inclusion; Sustainability; Fiscal Responsibility; Healthy and Safe Workplace; Effective Engagement; Personal Leadership; Service Excellence)

- Equity, inclusion and a sense of belonging
 - Implement strategies and tactics that strengthen the engagement of diverse and marginalized populations, and all ages, and support an enhanced sense of belonging within the community
- Sustainability and the environment
 - Apply a sustainability lens on all services and projects.
- Healthy community & resilient neighbourhoods
 - Create and maintain safe, accessible and vibrant public spaces that promote opportunities for diverse use
- Infrastructure renewal
 - Optimize usage and efficiency of existing facilities and assets
 - Dedicate appropriate resources to plan, renew and maintain existing infrastructure
 - Address infrastructure deficit.
- Economic growth & development
 - Celebrate the connection with education partners to fully leverage growth opportunities.

E. Previous Reports on this Topic

N/A

F. Approvals

Name	Signature	Date
Author: Brad Witzel		
Author: Kevin Van Ooteghem		
Director: Filipa Reynolds		
Commissioner: Keshwer Patel		
Finance: Keshwer Patel		

CAO



Investing in Canada Infrastructure Program – Community, Culture and Recreation
Funding Grant Application
CORP2019-066

Section #1 – Grant Overview:

On September 3, 2019 the [Community, Culture and Recreation \(CCR\) stream](#) of the Investing in Canada Infrastructure Program (ICIP) was launched. The ICIP is a cost-shared infrastructure funding program between the federal government, provinces and territories, and municipalities and or other applicants. This program stream will see approximately \$407 million in federal funding and \$320 million in provincial funding distributed across Ontario. The Community, Culture and Recreation stream will support community infrastructure priorities across the province, improving access to and / or quality of community, cultural, and recreation priority infrastructure projects. Priority is given to projects that are community-oriented, non-commercial and open to the public. Projects will be assessed based on their alignment with these objectives:

- **Meets community and user needs or service gap** - identified and demonstrable community level need or service gap, including barriers to social inclusion and accessibility for Ontarians with disabilities, and underserved small communities;
- **Promotes good asset management planning** - demonstrates optimization of assets, including through multi-purpose and integrated service delivery; aligns with municipal asset management plans (municipalities only)
- **Represents good value for money** - demonstrated efficiency and value for money. The most cost-effective option for delivering a similar level of service should be sought, maximizing population/communities served;
- **Fosters greater accessibility** - commitment to meeting minimum highest level of accessibility standards; use of Universal Design Principles and innovative solutions to increasing accessibility beyond minimum standards.

Note: projects that focus on vulnerable populations (e.g., low income persons, children, older adults, new immigrants/refugees) and Indigenous people will be given additional consideration as part of the assessment process.

Note: joint projects between multiple eligible applicants, particularly those that service multiple communities, are encouraged and will be given additional consideration as part of the assessment process.

Section #2 – Project Category:

The intake will include two categories of funding:

- i) **Multi-Purpose Category** - This project category focuses on the principle of integrated service delivery to address identified service gaps. The individual project cap will generally be \$50 million in total project cost, but exceptions may be made in some cases. Eligible projects consist of:
 - new build / construction projects
 - larger scale renovation
 - expansion of existing facilities.

Note: Projects that have a total eligible cost of more than \$10 million must complete a federal climate lens assessment and report on community employment benefits.

The City of Waterloo three ICIP-CCR recommended projects fall under the Multi-Purpose Category.

- ii) **Rehabilitation and Renovation Category** - This project category focuses on maximizing the funding impact of small-scale projects that would improve the condition of existing facilities. The individual project cap is \$5 million in total project cost. Eligible projects consist of:
 - renovation and rehabilitations to address functionality and use of existing facilities
 - Small-scale improvements to address accessibility (e.g., hand rails, ramps, accessible doors/parking/elevators, wayfinding and signage etc.)
 - Small new build / construction projects of recreation, cultural or community centre infrastructure (e.g., playing fields, tennis courts, small community squares)

Section #3 – Timelines:

- Applications are due on Tuesday **November 12, 2019**.
- Projects must be substantially completed by March 31, 2027
- The province will notify applicants if their project has been selected for nomination to the federal government for review and approval in winter 2020 (estimated).
- Applicants will be notified of the federal funding decision in spring/summer 2020 (estimated).
- Contract Award Date: Contracts must be awarded after federal approval of funding. Contracts awarded before approval of funding are not eligible for reimbursement.

Section #4 – Project Selection Process:

In accordance with FC-004 Grant Policy, a cross functional team was formed to review the grant opportunity and develop potential project submissions for ECMT review and consideration. The cross functional team members were as follows:

- Kevin Van Ooteghem, Senior Project Engineer, Facility Design & Management Services
- Koohyar Samiee, Senior Project Manager Architecture/Building Science, Facility Design & Management Services
- Karen Anderson, Landscape Architect, Engineering Services
- Astero Kalogeropoulos, Manager, Arts and Culture, Economic Development
- Michelle Lee, Senior Policy Planner, Heritage, Planning Approvals
- Jeff Silcox-Childs, Director, Environment & Parks Services
- Andrea Bazler, Landscape Architect, Environment & Parks Services
- Brad Witzel, Financial Analyst (Grant Coordinator), Financial Planning

After consulting with and receiving approval from ECMT, staff recommends that the following three City projects be submitted as our applications under the ICIP-CCR:

- 1) Albert McCormick Community Hub - Community Centre, Library, & Indoor-Outdoor Sports Park
- 2) RIM Park Community Hub: Energy Conservation & Outdoor Recreation Modernization
- 3) Waterloo Park Heritage Assets Strategic Refurbishments

As part of the cross functional team review, other projects were considered including but not limited to;

- Button Factory Elevator
- Waterloo Memorial Recreation Complex Expansion and Repurposing of the Older Adult Recreation Centre
- East Side Library Branch

After review and consideration, staff is recommending proceeding with the three City lead project applications listed above as they are believed to provide the greatest alignment with the grant objectives, potential level of financial scope permitted and the timelines for starting (awarding tenders) and completing the projects.

Section #5 – Recommended Projects:

Albert McCormick Community Hub - Community Centre, Library, & Indoor-Outdoor Sports Park

- Category: Multi-Purpose Category
- Ward 3: Lakeshore Ward
- Project Overview/Scope:

This project is intended to renovate and retrofit the existing Albert McCormick Community Centre (AMCC), McCormick Branch Library and surrounding property. The initiative is focused on optimizing the existing facility to better serve the surrounding neighbourhood through improved and expanded community access and functionality. These enhancements will enable drop-in and programmed opportunities that support a healthy and connected community.

The project also includes introducing new outdoor recreational space with free, drop-in activities for families with a special focus on youth, teens and young adults. The outdoor space will feature a splash-plaza, skateboard park, ½ basketball court, climbing structure and a welcoming gathering area to serve as a space for the neighbourhood to come together.

The revitalization will include inviting people inside to utilize other amenities. Upgrades to the community room, accessibility improvements, reusing underutilized spaces potentially for the creation of a youth center will be part of the renovation. The building envelope will be examined to reduce air infiltration and conserve energy, with the potential to modernize the entrance into the library. Aesthetic improvements to other public spaces will also be considered.

Mechanical equipment will be retrofitted with energy efficiency aspects at the core of these efforts. This renovation may include thermal heat recovery from the ice refrigeration plant, which could distribute heat throughout the entire facility from the two ice rink pads. A geothermal system can help improve the energy efficiency even further by allowing air conditioning at very high efficiencies, and allowing thermal energy to be retrieved during off-peak periods, like a thermal battery. Integration with a heated splash pad is a viable prospect. Solar photovoltaics will be considered for offsetting greenhouse gas emissions (GHG) emissions.

- Estimated Project Budget: \$10,000,000

Table #2: Albert McCormick Community Hub - Community Centre, Library, & Indoor-Outdoor Sports Park Estimated Budget Breakdown:

Item No.	Description	Budget
1	Outdoor Recreation (Splash Pad, Skate Park, Basketball, Climbing Wall, Public Art)	\$3.75M
2	Revitalization of Waterloo Public Library – McCormick Branch Library	\$2.5M
3	Energy Retrofit of AMCC Sportsplex	\$2.5M
4	Interior Revitalization of AMCC Sportsplex	\$1.25M
Total		\$10.0M

- Estimated Project Timeline:
 - 2020-2021 Design Work
 - 2021-2024 Construction
 - *actual timeline contingent on provincial/federal approval*
- Alignment with Grant Objectives:

The project will transform what is currently three separate community assets (a library branch, a community room and an indoor ice rink facility) into an integrated Community Centre (Hub) that benefits, welcomes and supports the surrounding neighbourhood. This neighbourhood has a high population of new Canadian families, youth, teens and young adults with unique needs for support. The new outdoor space and renovated indoor spaces will provide enhanced neighbourhood access to structured programming, including drop-in / youth centre programming activities. The indoor renovation will also enhance ice pad usage by our affiliate groups and may include a future partnership/fundraising opportunity for expanded space. The project will create a stronger sense of community belonging, enhance literacy and positively contribute to the overall physical and mental health of the surrounding neighbourhood. This 'HUB' will create a greater sense of community and provide opportunities for this diverse community to come together.

The facility upgrades and energy retrofits proposed for the Albert McCormick Community Centre align with the City of Waterloo's asset management objective to support a coordinated approach of good stewardship of municipal assets. This project will allow the City to improve AMCC's energy efficiency, reduce greenhouse gas emissions and aligns with the City's asset management plan to rehabilitate facility assets. It also supports Council's Strategic Plan, specifically the guiding principles of Equity & Inclusion, Sustainability, Infrastructure renewal and Health Community & Resilient Neighbourhoods.

Table 3: Albert McCormick Community Hub - Community Centre, Library, & Indoor-Outdoor Sports Park CIP-CCR Financial Implications:

Description	AMCC Project Funding, if Successful	% of Budget
ICIP-CCR - Federal Funding	\$ 4,000,000	40%
ICIP-CCR - Provincial Funding	\$ 3,333,000	33%
Total Grant Funding	\$ 7,333,000	73%
Municipal Funding	\$ 2,667,000	27%
Total Municipal Capital Funding	\$ 2,667,000	27%
Total Project Budget	\$ 10,000,000	100%

On December 9, 2019, the City of Waterloo will release its proposed 2020-2022 capital budget and 2023-2029 capital forecast. Currently the following project(s) are included in the draft capital budget and will be used to provide the required City contribution should our AMCC ICIP-CCR grant application be successful:

- Albert McCormick Community Centre (AMCC) - Upgrades & Reconfiguration - \$2,758,000 in CRF funding (2023-2025)
- Action Sports Parks - City Wide Upgrades (AMCC) – Project #190008 \$774,000 in PUB-Gen, CRF and DC funding (2019)

The final Albert McCormick Community Hub - Community Centre, Library, & Indoor-Outdoor Sports Park design, scope and construction is subject to approval of our ICIP-CCR grant application and competitive third-party procurement. However some visualization concepts of the outdoor space improvements are included via Appendix A for illustrative purposes.

RIM Park Community Hub: Energy Conservation & Outdoor Recreation Modernization

- Category: Multi-Purpose Category
- Ward 4: Northeast Ward
- Project Overview/Scope:

RIM Park & Manulife Sportsplex is Waterloo's premier sports park and the community anchor site for indoor and outdoor programmed sports. The 500 acre park includes 22 outdoor sporting facilities set within 7 kms of trails linking the outdoor facilities and 320,000 square foot indoor Manulife Sportplex. RIM Park and Manulife Sportsplex attracts 2 million visitors per year between local residents and event tourists benefiting the local economy.

This project focuses on i) energy conservation and efficiencies that will save operating dollars and demonstrate energy technology leadership ii) build and improve on recreational opportunities and ii) improve indoor and outdoor accessibility of the facility.

The RIM Sportsplex provides a great opportunity for thermal integration between the various functions within the building; specifically moving thermal energy from areas being cooled (such as freezing the ice rinks) to areas needing heat (such as space heating for the indoor soccer field). Improvements to the building envelope and reducing the amount of air infiltration will decrease energy usage. Energy conservation will also be achieved through the use of energy recovery ventilators and will be utilized where possible. A geothermal system could be applied as an additional heat source or heat sink, at very high energy efficiencies, as part of this integrated system. By reducing the amount of natural gas being burned for space heating and heating hot water, greenhouse gas (GHG) emissions will be lessened. Further GHG reductions will be considered by installing solar photovoltaic systems. A display panel demonstrating these energy initiatives will be visible to the community.

The park includes highly programmed sport fields, two of which are international-sized artificial turf surfaces which require replacing to enable the community to continue to attract major sporting events. Waterloo's first dedicated Bike Park is also proposed which will provide the community with a state of the art hard surface closed circuit bike pump tracks for junior and senior participants. The Bike Park will further enhance the sports offerings of RIM Park by introducing an additional no cost, drop-in sport venue.

- Estimated Project Budget: \$10,000,000

Table #4: RIM Park Community Hub: Energy Conservation & Outdoor Recreation Modernization Estimated Budget Breakdown:

Item No.	Description	Budget
1	Outdoor Artificial Turf Replacement	\$3.5M
2	Outdoor Recreation (Bike Park)	\$0.5M
3	Energy Retrofit of RIM Sportsplex	\$5.9M
4	AODA Upgrades of RIM Sportsplex	\$0.1M
Total		\$10.0M

- Estimated Project Timeline:
 - 2020-2021 Design Work
 - 2021-2024 Construction
 - *actual timeline contingent on provincial/federal approval*
- Alignment with Grant Objectives:

RIM Sportsplex is a facility purpose built to serve the entire community. It is one of the most valuable and used city facilities. It already serves to bring together residents from across the city to participate in physical and social activities. It also is one of the biggest city-owned facilities that contribute to our GHG emissions and the significant reinvestment being proposed by this project will have a dramatic and positive impact on reducing the environmental footprint of this important building. While the reduction of the environmental impact of the building is noteworthy, the reduction in energy costs will also allow the city to re-purpose some financial resources and savings into further building improvements and programming, thereby providing even greater choices and accessibility to programs for residents. The proposed enhancements also span the age spectrum and can be utilized by youth and older adults

The facility upgrades and energy retrofits proposed for RIM Park aligns with the City of Waterloo's asset management objective to support a coordinated approach of good stewardship of municipal assets. This project will allow the City to improve RIM Park energy efficiency, reduce greenhouse gas emissions and aligns with the City's asset management plan to rehabilitate facility and park assets. It also supports Council's Strategic Plan, specifically the guiding principles of Sustainability, Infrastructure renewal and Health Community & Resilient Neighbourhoods.

Table 5: RIM Park Community Hub: Energy Conservation & Outdoor Recreation Modernization Financial Implications:

Description	RIM Project Funding, if Successful	% of Budget
ICIP-CCR - Federal Funding	\$ 4,000,000	40%
ICIP-CCR - Provincial Funding	\$ 3,333,000	33%
Total Grant Funding	\$ 7,333,000	73%
Municipal Funding	\$ 2,667,000	27%
Total Municipal Capital Funding	\$ 2,667,000	27%
Total Project Budget	\$ 10,000,000	100%

On December 9, 2019, the City of Waterloo will release its proposed 2020-2022 capital budget and 2023-2029 capital forecast. Currently the following project(s) are included in the draft capital budget and will be used to provide the required City contribution should our RIM Park ICIP-CCR grant application be successful:

- Artificial Turf Replacement - RIM Park - \$3,635,000 in CIRRF funding (2020-2026)
- Neighbourhood Action Sports Parks - \$2,750,000 in PUB-Gen & DC funding (2020-2023)

The final RIM Park Community Hub: Energy Conservation & Outdoor Recreation Modernization design, scope and construction is subject to approval of our ICIP-CCR grant application and competitive third-party procurement. However some visualization concepts of the outdoor space improvements are included via Appendix B for illustrative purposes.

Waterloo Park Heritage/Cultural Assets Strategic Refurbishments

- Category: Multi-Purpose Category
- Ward 7: – Uptown Ward
- Project Overview/Scope:

The project aims to revitalize the heritage core of the Waterloo Park and expand and create a cultural/educational focal point offering the time, space, support and facilities to community arts and culture activities. The project's main focus will be rehabilitation of the Eby farmhouse, log schoolhouse and woodworkers building and also creative environmentally responsible functional programming. It will adhere to a high standard of sustainable design, energy efficiency and heritage conservation. The project also seeks to engage the cultural heritage and occupants of this site, the potters.

Inspired by log schoolhouse (the first Waterloo county school house and one of the oldest surviving school houses in Ontario, circa 1820), Eby farmhouse and potters, the project focuses on the notions of education, land and soil; these notions manifest themselves in programs such as soil themed artist summer residency (Explorations of soil culture), innovative waste management (i.e. recycling clay for landscaping) and responsible land use (outdoor experimenting field/public space and geothermal land in between three buildings). The project also integrates the nearby existing building (wood workers) and its infrastructure in order to minimize the new construction and its carbon footprint. Woodworkers building and its expansion will provide a flexible programmed facility and will improve both heritage buildings functionality. (i.e. summer artist residency related to log schoolhouse, storage/workshop and meeting/exhibition/sale area related to potters in fall and wonders of winter workshop in fall/winter). The log schoolhouse will function as presentation/event/training room.

Eby Farmhouse (Potters Workshop) work will include 1) Construction of energy efficient addition to accommodate an accessible entrance, washroom and community programming space, appropriate kiln rooms, Floor Pressure wash, clay recycling system, 2) interior renovation of existing building to improve accessibility and achieve a high energy efficiency standard, improve ventilation, and provide safe storage for pottery chemicals and supplies, 3) Exterior restoration of heritage attributes, including masonry and stone wall repair, porch and window repair and restoration, 4) Removal of leaking cistern, 5) Improved accessibility.

Log Schoolhouse work will include 1 Exterior work to conserve building's heritage attributes, including window restoration, log and chinking replacement and repair, and grading to return building to ground level and improve accessibility, 2) Interior and exterior electrical work to better support arts and culture programming, 3) Improved accessibility.

Woodworkers building work will include 1) Construction of an energy efficient addition to create a new accessible entrance, washrooms and presentation/event/training space - possibly to connect to Log Schoolhouse pending further evaluation and review, 2) Interior retrofits to achieve a high energy efficiency standard, 3) Exterior restoration and retrofit, 4) Improved accessibility.

- Estimated Project Budget: \$10,000,000

Table #6: Waterloo Park Heritage/Cultural Assets Strategic Refurbishments Estimated Budget Breakdown:

Item No.	Description	Budget
1	Eby farmhouse (Potters Workshop)	\$5.8M
2	Log schoolhouse	\$1.1M
3	Woodworkers building	\$2.6M
4	Site work	\$0.5M
Total		\$10.0M

- Estimated Project Timeline: 2
 - 2020-2021 Design Work
 - 2021-2024 Construction

**actual timeline contingent on provincial/federal approval*

- Alignment with Grant Objectives:

Cultural/heritage properties are valued by the community for their architectural, historic and contextual significance. Within Waterloo Park the 'Log School House', Eby Farmhouse (Potters Workshop) and Woodworkers building require significant reinvestment. This grant opportunity provides key cultural/heritage assets the funding opportunities to rejuvenate these valued community assets within Waterloo's major Uptown park.

The refurbishment of the heritage/cultural structural assets within Waterloo Park aligns with the City of Waterloo's asset management objective to support a coordinated approach of good stewardship of municipal assets and the asset management plan. It also supports Council's Strategic Plan, specifically the guiding principles of Infrastructure renewal and Health Community & Resilient Neighbourhoods.

Table 7: Waterloo Park Heritage/Cultural Assets Strategic Refurbishments CIP-CCR Financial Implications:

Description	Waterloo Park Heritage Project Funding, if Successful	% of Budget
ICIP-CCR - Federal Funding	\$ 4,000,000	40%
ICIP-CCR - Provincial Funding	\$ 3,333,000	33%
Total Grant Funding	\$ 7,333,000	73%
Municipal Funding	\$ 2,667,000	27%
Total Municipal Capital Funding	\$ 2,667,000	27%
Total Project Budget	\$ 10,000,000	100%

On December 9, 2019, the City of Waterloo will release its proposed 2020-2022 capital budget and 2023-2029 capital forecast. Currently the following project(s) are included in the draft capital budget and will be used to provide the required City contribution should our Waterloo Park Heritage ICIP-CCR grant application be successful:

- Grant Opportunities - \$2,322,000 in CIRRF funding (2020-2029)
- Waterloo Park - Master Plan Implementation - \$6,579,000 in CRF & DC funding (2020-2029)

The final Waterloo Park Heritage/Cultural Assets Strategic Refurbishments design, scope and construction is subject to approval of our ICIP-CCR grant application and competitive third-party procurement. However some visualization concepts of the current Heritage/Cultural Assets condition are included via Appendix C for illustrative purposes.

Section #6 – Joint Projects:

The Investing in Canada Infrastructure Program – Community, Culture and Recreation Funding Guidelines notes that **joint projects between multiple eligible applicants, particularly those that service multiple communities, are encouraged and will be given additional consideration as part of the assessment process.**

Based on this staff are recommending Council approval for a partner contribution to the Wilfrid Laurier University Stadium Project submission and the University of Waterloo Columbia Icefield Expansion & Indoor Track project submission. The City of Waterloo will be a partner-member on these applications and are required to provide a municipal council resolution as confirmation of the intended partnership support. WLU & UW will be the respective lead applicants and responsible for preparing and submitting the required grant applications and any required supporting documentation.

Wilfrid Laurier University Submission

Staff is recommending Council approval for a contribution to the Wilfrid Laurier University stadium project submission. The City of Waterloo contribution is forecasted to be \$2.5M with the final contribution subject to the completion of the business plan model review and community use agreement. The stadium project will provide the community of Waterloo with increased community recreation access to a major sports field stadium while also addressing one of the current major gaps existing within the Region for major event/bid attraction.

Laurier's vision for the new and improved University Stadium is to bring the aging facility into the 21st century through a \$50 million plus investment. It is projected to increase the venue usage by 23 times compared to current levels. At present, the project scope may include:

- New team headquarters (double gym, wellness center, dressing rooms)
- Facility upgrades (artificial turf, video board, sound and lighting systems, and press box)
- International technical standards (new field will be built to meet national and international sports regulations, increasing tournaments and events hosting)
- Improved fan experience (new grandstand, a standing room patio lounge, a newly designed concession stand and accessible washrooms)
- Winterization (a winter bubble to keep the stadium in use year-round)

A capital contribution by the City of Waterloo would provide access to an annual community allocation of stadium field and facility time which will be fully outlined in the future community use agreement.

The final Wilfrid Laurier University stadium design, scope and construction is subject to approval of WLU's ICIP-CCR grant application and competitive third-party procurement. However some visualization concepts of the stadium are included via Appendix D for illustrative purposes.

University of Waterloo Submission

Staff is recommending Council approval for a contribution to the University of Waterloo Columbia Icefield Expansion & Indoor Track project submission. The City of Waterloo contribution is forecasted to be \$2.5M with the final contribution subject to the completion of the business plan model review and community use agreement. The Columbia Icefield Expansion & Indoor Track project will provide the community of Waterloo with increased ice recreation access in alignment with the City's Rec & Leisure Master Plan which anticipates the need for additional ice capacity in the coming decade through an operationally efficient partnership model.

In addition to the increased ice recreation capacity, the community will also benefit from increased track access for club use which currently exceeds the City's existing capacity.

The University of Waterloo is looking to enhance the Athletic and Recreation opportunities at the Columbia Icefield Facility by considering an additional rink and indoor three lane track. Through two independent estimates of the existing concept to build a 1,500-seat ice pad and change room facilities is expected to cost upwards of \$20 million. The additional space would enhance the experience for users on campus and within the Waterloo community.

Twinning the existing facility has efficiencies for operations and the additional ice pad could be integrated into a larger sport tourism strategy for the city and region to attract further tournaments and events. Following construction, the Warrior varsity programs would move into the new space, allowing an opportunity to dedicate a portion of the existing space within the arena towards community teams and programming.

As part of the project a three lane track will be constructed at the new UW field house. This additional \$3 million dollar investment will provide a raised track surface around the perimeter of the field house. Community access to the track will be provided for club use.

A capital contribution by the City of Waterloo would provide access to an annual community allocation of primetime ice-time on one of the two rinks and at the track which will be fully outlined in the future community use agreement.

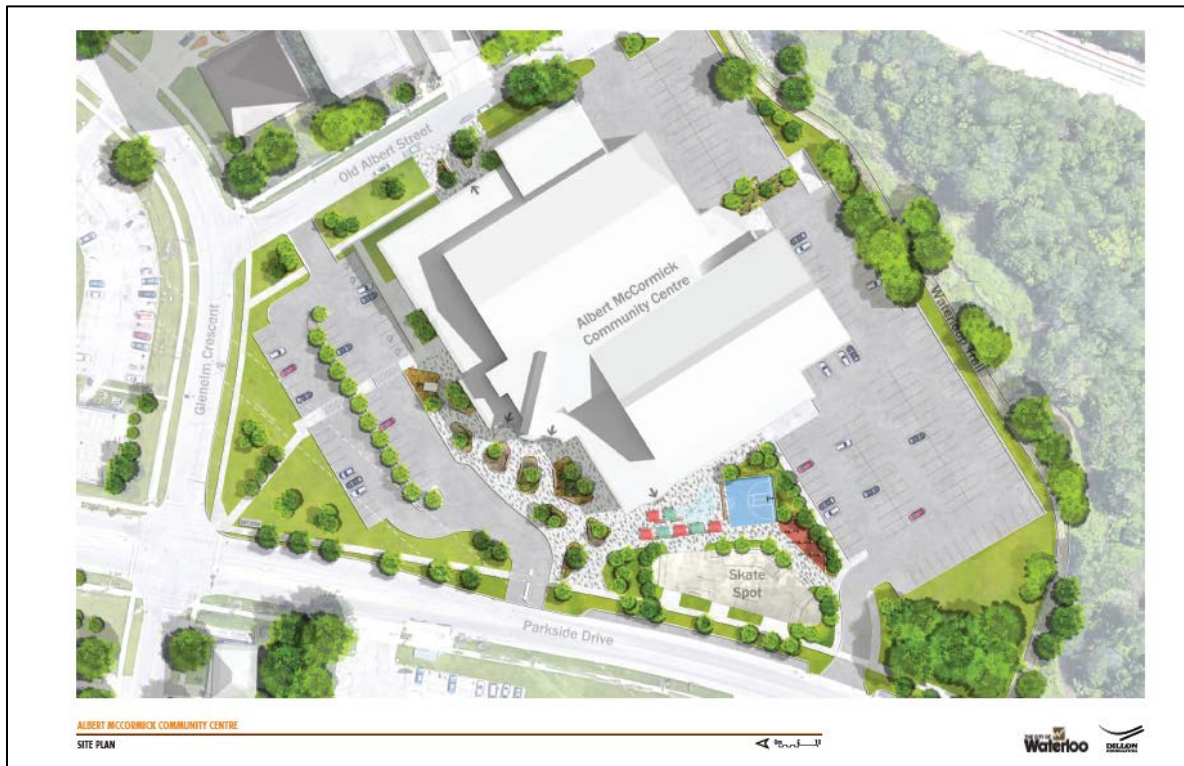
The final University of Waterloo Columbia Icefield Expansion & Indoor Track project design, scope and construction is subject to approval of UW's ICIP-CCR grant application and competitive third-party procurement. However some visualization concepts of the project are included via Appendix E for illustrative purposes.

City Contribution

On December 9, 2019, the City of Waterloo will release its proposed 2020-2022 capital budget and 2023-2029 capital forecast. Currently the following project(s) are included in the draft capital budget and will be used to provide the required City contribution to the Post-Secondary led joint project applications should the WLU or UW ICIP-CCR grant application be successful:

- Comm Services Contribution to Post-Secondary Recreation Facility Expansion - \$5,000,000 in PUB-General funding (2020)

Appendix A Albert McCormick Community Hub – ICIP Grant Visualization Concepts





ALBERT MCCORMICK COMMUNITY CENTRE
WATERPLAY AND SHADE AREA - DUSK



NEIGHBOURHOOD ACTION SPORT PARKS

ALBERT MCCORMICK COMMUNITY CENTRE (AMCC) - SKATE SPOT 3D RENDERINGS



WATERLOO, ON

June 22nd, 2019

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Appendix B RIM Park Hub – ICIP Grant Visualization Concepts





Sports field and lacrosse players at RIM Park.

Appendix C Waterloo Park Existing Heritage/Cultural – ICIP Grant Visualization Concepts



Heritage Property – Log School House



Waterloo Park

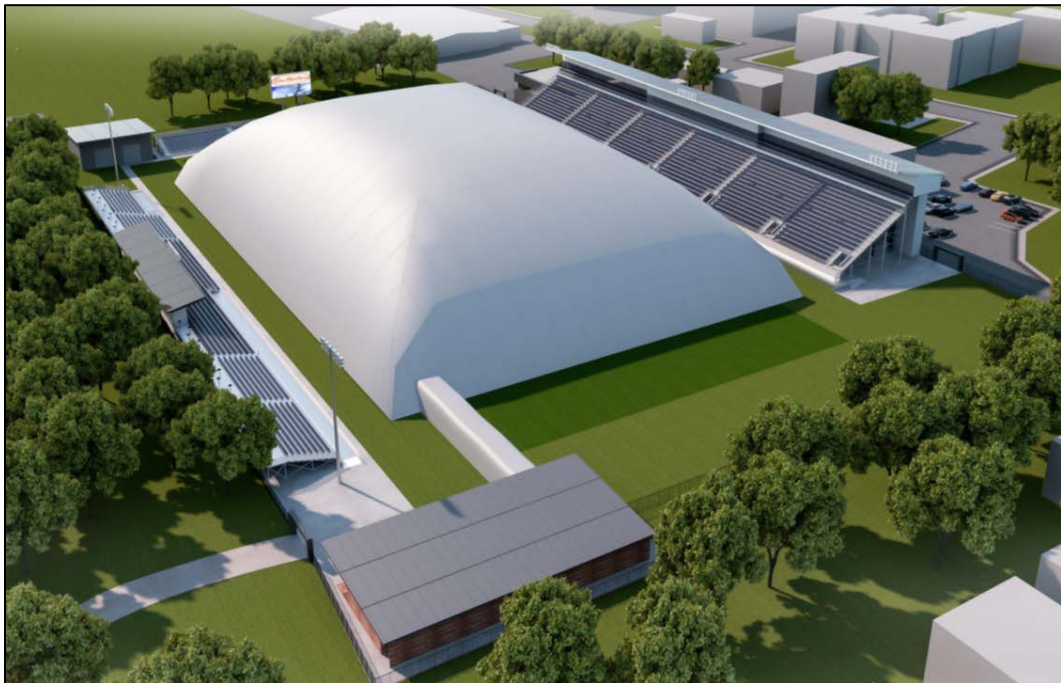
Built 1820; built by Pennsylvania German Settlers

Designated July 23, 2012: bylaw 2012-07 78, "Waterloo Park Log School House"

Cultural Property - Eby Farmhouse



Appendix D Wilfrid Laurier University Stadium – ICIP Grant Visualization Concepts



Appendix E University of Waterloo Columbia Icefield Expansion & Indoor Track Project – ICIP Grant Visualization Concepts



UNIVERSITY OF
WATERLOO

North Campus Recreation Facilities
Master Plan Concept: Ice Rink





STAFF REPORT
Economic Development

Title: Brownfields Financial Incentive Program – TIG Program for 119 Roger Street

Report Number: CAO2019-029

Author: Rachel Martin and Brad Witzel

Meeting Type: Finance & Strategic Planning Committee Meeting

Council/Committee Date: October 21, 2019

File: N/A

Attachments: Appendix A – Location Map
Appendix B – Site Plan
Appendix C – Regional Development Charge Rates Update

Ward No.: Uptown Ward 7

Recommendation:

1. That Council approve report CAO2019-029.
2. That Council approves the Tax Increment Grant to Reid's Heritage Homes Ltd. for the property known as 119 Roger Street.
3. That the joint Tax Increment Grant does not exceed the maximum amount of \$2,335,464 for the City to be financed from the incremental tax revenue for the property following remediation, redevelopment and reassessment.
4. That the Region of Waterloo brownfield coordinator be advised of City Council's decision regarding this application.
5. That the Mayor and Clerk be authorized to execute a TIG Agreement, and any related documents, in coordination with the Region of Waterloo with the registered owner of 119 Roger Street to the satisfaction of the City and Regional Solicitors.

A. Executive Summary

A primary objective of The City of Waterloo ("The City") and Region of Waterloo ("The Region") 'brownfields program' is to remediate and redevelop contaminated lands with a higher and more intensive land use based on defined eligibility criteria. If eligible, the remediation costs are financed through two incentive programs starting with the Region of Waterloo Regional Development Charge ("RDC") Incentive program (*which is being phased-out over 2020-2024*), followed by a Joint Tax Increment Program ("TIG") program between the City and Region on any remaining remediation costs not recovered.

On April 11, 2019 The City of Waterloo ("The City", in coordination with The Region of Waterloo) received a joint Tax Increment Grant (TIG) application from Reid's Heritage Homes Ltd. (RHH) for the remediation and redevelopment of a 2.05 hectare (5.07 acre) amalgamated property located at 93, 97, 99, 103, 107, 109, 111, and 119 Roger Street (referred to as "The ODC Lands" shown on Map 1).

Approval of the joint TIG by The City of Waterloo and Region of Waterloo is required to facilitate the redevelopment of The Property. In the event, that the anticipated RDC exemption application is unsuccessful the eligible remediation cost would need to be covered entirely from the TIG program. Economic Development staff are recommending approval of up to a maximum \$2,335,464 in City TIG financing for this project. If approved, Regional Council will then give consideration to the Regional TIG recommendation for the eligible remediation costs up to a maximum of \$4,288,076. RDC certification has not yet been issued for The Property. Once eligible remediation costs and invoices are accepted and deemed complete, it is anticipated that the site may apply to receive a RDC exemption, which if successful will be subtracted from the total maximum eligible TIG amount.

The redevelopment represents a significant increase in assessed value and tax assessment. In 2019, the property had a total assessed value of \$4,838,000 compared to the estimated \$69,652,000 redevelopment property value. If approved, the City property tax would increase from \$24,107 (2019) to an estimated \$227,543 in annual property tax.

B. Financial Implications

For this project, the total eligible remediation cost was estimated at \$6,021,400 and accepted by The Region of Waterloo plus an automatic 10% contingency fee for a total eligible remediation cost of \$6,623,540. It is anticipated that the applicant may be eligible for a Regional DC Brownfield Exemption. For illustrative purposes only, the RDC exemption is estimated to be between \$3M-\$4M. The amount of the RDC exemption **is only an estimate and subject to Regional review and approval and subject to change.** Approval of the RDC exemption application is contingent on the completion of required documentation including but not limited to; record of site condition, submitted detailed cost package, financial audit, etc... Assuming RHH receives a brownfield RDC exemption it is estimated that the total TIG amount could be reduced by \$3-4million. Using \$3,000,000 as an RDC exemption estimate would leave \$3,623,540 for City and Region TIG incentive subject to Councils approval with an estimated \$1,277,662 City TIG contribution based on the City-Regional tax split ratio (City 35.3%, Region 64.7%).

Approval of this Brownfield Application will obligate The City of Waterloo to provide a municipal property tax rebate in an amount not to exceed \$2,335,464 over the course of up to 10 years based on the estimated remediation cost and funded from the difference between the existing tax assessment and future tax re-assessment for the amalgamated property referred to as 119 Roger Street.

The actual municipal property tax rebate the City of Waterloo is anticipated to provide is estimated to be \$1,277,662 over 7 years (assuming \$3M as the RDC exemption amount for illustrative purposes only). This is based on an estimated RDC exemption assuming the Region's approval.

Once the TIG is fully paid or has reached the 10 year maximum duration, the increased assessment resulting from the redevelopment is estimated to be \$203,435 (city portion) and would benefit the overall property tax levy for perpetuity.

C. Technology Implications

N/A

D. Legal Considerations

If the City Brownfield TIG is approved, the Mayor and Clerk will be required to execute a TIG Agreement, and any related documents, in coordination with the Region of Waterloo and with the registered owner of 93, 97, 99, 103, 107, 109, 111, and 119 Roger Street to the satisfaction of the City and Regional Solicitors. This agreement could be initiated following Regional Council TIG decision and prior to any Plan of Condominium Agreement.

E. Link to Strategic Plan

- Sustainability & the Environment – apply a sustainability lens on all services and projects.
- Infrastructure renewal- Optimize usage and efficiency of existing facilities and assets.

F. Previous Reports on this Topic

- IPPW2018-005 Zone Change Application (Z-17-06) for 119 Roger Street
- IPPW2013-063 City-Wide Brownfields Community Improvement Plan
- CAO2019-016 City Brownfield Program Extension

G. Approvals

Name	Signature	Date
Author: Rachel Martin		
Author: Brad Witzel		
Director: Justin McFadden		
Commissioner: N/A		
Finance: Keshwer Patel		

CAO



Brownfields Financial Incentive Program – TIG Program for 119 Roger Street

1.0 Background

On December 2 2013, City Council adopted By-law 2013-123 that introduced a new City-Wide Brownfields Community Improvement Plan Program that enabled the Tax Increment Grant (TIG) incentive. This program is combined with a Regional TIG incentive and the City program had an original sunset clause of September 2018. This sunset clause was extended to September 2019 through the 181 King Street Brownfield TIG Application (Report CAO2018-014). Then on June 17, 2019, Council approved an extension to the City Brownfields Community Improvement Plan for another five (5) years to September 2024 (By-law 2019-049). Since 2013, the City has experienced significant intensification activity. During the last several years the City has received growing interest in the Brownfields Program including some projects that were eligible for the RDC reduction, and a growing number of projects interested in the TIG program.

On June 26th, 2019, Region of Waterloo Council approved modifications to the Regional Brownfield's Program and rate changes to the Development Charges By-law. The Brownfield RDC Exemption has been a successful regionally funded program that approved approximately \$11M in brownfield redevelopment projects throughout the Region; however a more sustainable financial incentive program is required. The Brownfield RDC Exemption program was approved to be phased-out over a five year term (2020-2024) with a funding shift to a 100% TIG funded program with an approximate 65% (Region of Waterloo) and 35% (City of Waterloo) revenue split based on current property taxes. Any applications that have not previously participated in the program will be subject to the Brownfield RDC phasing out program. Brownfield applications that have received an approved "BFIP Eligibility Letter" from the Region of Waterloo prior to July 31, 2019 are considered to be under the "grandfather" provision with the previous program rules. It is also noted that the Region of Waterloo Development Charge rates have been updated in order to support the future planned growth of the Region. Updated rates are included in Appendix C. Reid's Heritage Homes Ltd. BFIP Eligibility Letter for the property known as 119 Roger Street was received on September 26, 2018 and as such is being considered under the "grandfather" provision with the previous program rules being applied.

On April 11, 2019 The City of Waterloo ("The City", in coordination with The Region of Waterloo) received a joint Tax Increment Grant (TIG) application from Reid's Heritage Homes Ltd. (RHH) for the remediation and redevelopment of a 2.05 hectare (5.07 acre) amalgamated property located at 93, 97, 99, 103, 107, 109, 111, and 119 Roger Street (referred to as "The ODC Lands" shown on Map 1). For this project, the total eligible remediation cost was estimated at \$6,021,400 and accepted by The Region of Waterloo

plus an automatic 10% contingency fee for a total eligible remediation cost of \$6,623,540.

It is anticipated that the applicant may be eligible for a Regional DC Brownfield Exemption. For illustrative purposes only, the RDC exemption is estimated to be between \$3M-\$4M. The amount of the RDC exemption **is only an estimate and subject to Regional review and approval and subject to change.** Approval of the RDC exemption application is contingent on the completion of required documentation including but not limited to; record of site condition, submitted detailed cost package, financial audit, etc... Assuming RHH receives a brownfield RDC exemption it is estimated that the total TIG amount could be reduced by \$3-4million. Using \$3,000,000 as an RDC exemption estimate would leave \$3,623,540 for City and Region TIG incentive subject to Councils approval with an estimated \$1,277,662 City TIG contribution based on the City-Regional tax split ratio (City 35.3%, Region 64.7%).

2.0 Historical Property Use

The Property is located at the corner of Roger Street and Moore Avenue, near the Kitchener-Waterloo border. The Property is adjacent to Mount Hope Cemetery and near the Grand River Hospital, and the Grand River Hospital LRT Station. Historically, The Property was used for a range of industrial uses. The Property was used for residential and agricultural purposes until 1947 when the lands were purchased by the Ontario Die Company which operated a tool and die manufacturing business. The Property was purchased by Reid's Heritage Homes Ltd. with the knowledge that the property was contaminated, and that, a future redevelopment project could be eligible for The Brownfields Program. The analytical results of soil samples reported poor quality fill with elevated concentrations of metals in the southwest portion of the site, elevated concentrations of polycyclic aromatic hydrocarbons (PAHs) in the south and east portions of the site, and elevated concentrations of trichloroethylene (TCE) in the southeast portion of the site that exceed the applicable regulatory standards. Groundwater samples reported a groundwater plume containing elevated concentrations of TCE in the southeast portion of the site that exceed the applicable regulatory standards. Based on the findings of the Phase Two ESA, a remedial action plan dated March 6, 2019 was prepared to address the identified soil and groundwater impacts in order to obtain a Record of Site Condition (in process).

3.0 Development History

City of Waterloo Official Plan Amendment No. 16 was approved by City Council on June 25, 2018 through By-law 2018-029, and by the Region of Waterloo on September 12, 2018 for the lands at 93-119 Roger Street.

The enabling Zoning Bylaw (2018-030) was approved June 25, 2018 to amend By-law No. 1108 to permit a mix of stacked townhouses and apartment buildings through Zone Change Application Z-17-06. Site plan application SP-17-08 remains under review.

Demolition permit applications have been submitted to The City, with the expectation that building permit applications will follow shortly.

4.0 Contamination and Remediation

The environmental consultant for this project is MTE Consultants Inc.

A Phase One ESA was completed by MTE Consultants Inc. for the Site dated December 1, 2017 identified the following potentially contaminating activities resulting in areas of potential environmental concern at the Site:

- Industrial activities (manufacture of metal dies, tools and moulds);
- Historical storage of PCB containing materials;
- Importation of fill material of unknown quality;
- Historical application of pesticides; and
- An off-site fuel oil UST (located east of the Site).

As part of the ongoing Phase Two ESA, a series of boreholes and monitoring wells were advanced on the site, inside and outside of the building, to characterize the underlying soil and groundwater conditions. The laboratory analytical results of soil samples from several boreholes reported polycyclic aromatic hydrocarbons (PAHs), metals, and trichloroethylene (TCE) that were above the applicable Ministry of the Environment and Climate Change (MOECC) Table 2 regulatory standards. The analytical results of groundwater samples reported levels of TCE above the applicable MOECC Table 2 regulatory standards.

The redevelopment of The Property for a residential land use requires a Record of Site Condition (RSC). As part of the RSCP process, a Phase One was conducted, and a Phase Two is ongoing. Based on the findings to date, a remedial work plan dated March 6, 2019 was prepared to address the identified soil and groundwater impacts. A Risk Assessment is currently underway for the site (inclusive of a Soil Vapour Investigation) in order to obtain a Record of Site Condition.

5.0 Eligible Brownfield

The Property meets the criteria as an eligible brownfield program. As a brief summary, The Property was previously used for industrial purposes since 1948 with known source(s) of contamination. The property was purchased by RHH and was approved for a residential project containing stacked townhouses, apartment buildings and a parkette (sensitive land use). The redevelopment represents a significant increase in assessed value and tax assessment. In 2019, the property had a total assessed value of \$4,838,000 compared to the estimated \$69,652,000 redevelopment property value. If approved, the City property tax would increase from \$24,107 (2019) to an estimated \$227,543 in annual property tax.

6.0 Brownfield Applications

The RDC Exemption Incentive application was dated April 11, 2019. This Application includes a detailed summary of the direct remediation cost including \$6,021,400.

The Brownfields Financial Incentive Program: Joint Tax Increment Grant ("TIG") application was dated April 11, 2019 and identifies the direct remediation costs eligible for TIG financing that includes an automatic 10% contingency cost. Based on the eligible TIG remediation cost, and estimated assessed value of the redevelopment, The City would be responsible to provide a municipal property tax rebate in an amount not to exceed \$2,335,464 over the course of up to 10 years and the Region would be responsible to provide a municipal property tax rebate in an amount not to exceed \$4,288,076 over the course of 10 years.

7.0 Existing Assessment and Taxes

In 2019, the total approximate assessment value was \$4,838,000. Based on this market value, and City tax assessment records, the total property tax was \$106,547. The 2019 City-Region tax split is as follows (City 35.3%, Region 64.7%):

- City of Waterloo: \$24,107
- Region of Waterloo: \$44,262
- Education: \$38,178

8.0 Projected Assessment and Taxes

The development has been approved to introduce a maximum of 250 bedrooms per hectare (site plan is still in process). Based on this, and a Municipal Property Assessment Corporate (MPAC) assessment estimate for the proposed development, the assessed value is estimated at approximately \$69,652,000.

Using the 2019 tax rates, the projected annual property taxes following full completion of the project would be \$757,466 with the following projected allocation to the City and Region:

- City of Waterloo: \$227,542
- Region of Waterloo: \$417,783
- Education: \$112,140

Based on this estimated assessed value, the City's Annual Tax Increment (i.e. the different between the existing City tax level and the future City tax level) is estimated to be \$203,435 (\$24,107 – \$227,542) per year. The Regional Tax Increment is estimated at \$373,521 (\$44,262 – \$417,783) per year.

9.0 Estimated Payment Schedule

The TIG payment schedule is based on the size of the total municipal tax increment and the total net eligible remediation costs (after first leveraging the RDC) that is used to calculate the TIG.

It is anticipated that the applicant may be eligible for a Regional DC Brownfield Exemption. For illustrative purposes only, the RDC exemption is estimated to be between \$3M-\$4M. The amount of the RDC exemption **is only an estimate and subject to Regional review and approval and subject to change.** Approval of the RDC exemption application is contingent on the completion of required documentation including but not limited to; record of site condition, submitted detailed cost package, financial audit, etc...

Assuming RHH receives a brownfield RDC exemption it is estimated that the total TIG amount could be reduced by \$3-4million. Using \$3,000,000 as an RDC exemption estimate would leave \$3,623,540 for City and Region TIG incentive subject to Councils approval with an estimated \$1,277,662 City TIG contribution based on the City-Regional tax split ratio (City 35.3%, Region 64.7%). Based on this amount, the TIG would be paid over seven years and covers the full value of net eligible remediation costs.

The final joint TIG grant payment schedule will not be confirmed until the actual remediation costs are reviewed, the RDC exemption value is confirmed (if approved) and the MPAC assessment is received following the redevelopment of the property. Regardless of the actual remediation costs, the City's share of the TIG would be capped at \$2,335,464.

Table 1: Estimated Payment Schedule (TIG Financing):

Scenario	Assuming No RDC Exemption			Assuming \$3M RDC Exemption		
	City	Region	Total TIG	City	Region	Total TIG
1	\$203,435	\$373,521	\$576,956	\$203,435	\$373,521	\$576,956
2	\$203,435	\$373,521	\$576,956	\$203,435	\$373,521	\$576,956
3	\$203,435	\$373,521	\$576,956	\$203,435	\$373,521	\$576,956
4	\$203,435	\$373,521	\$576,956	\$203,435	\$373,521	\$576,956
5	\$203,435	\$373,521	\$576,956	\$203,435	\$373,521	\$576,956
6	\$203,435	\$373,521	\$576,956	\$203,435	\$373,521	\$576,956
7	\$203,435	\$373,521	\$576,956	\$57,052	\$104,752	\$161,804
8	\$203,435	\$373,521	\$576,956	-	-	-
9	\$203,435	\$373,521	\$576,956	-	-	-
10	\$203,435	\$373,521	\$576,956	-	-	-
Total TIG	\$2,034,350	\$3,735,210	\$5,769,560	\$1,277,662	\$2,345,878	\$3,623,540

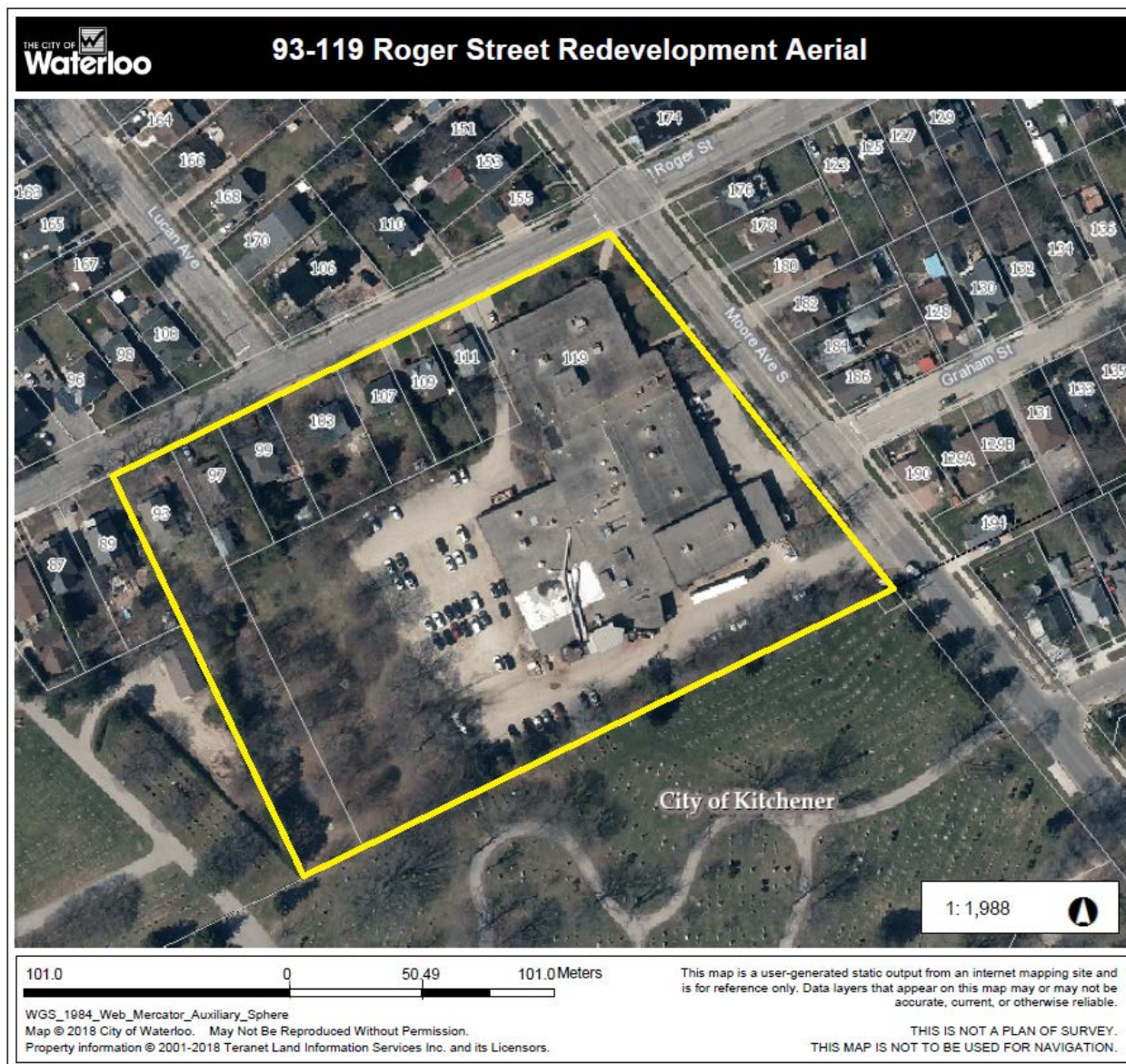
*subject to construction and occupancy timing

10.0 Conclusion

The Region of Waterloo and The City of Waterloo's Economic Development Division (in consultation with IPPW, Finance, and Legal Services) have reviewed the Brownfield Application and are satisfied that it meets the brownfield remediation eligibility and application requirements. Staff supports the acceptance with the terms and conditions of the Region of Waterloo – City Brownfield Remediation Program.

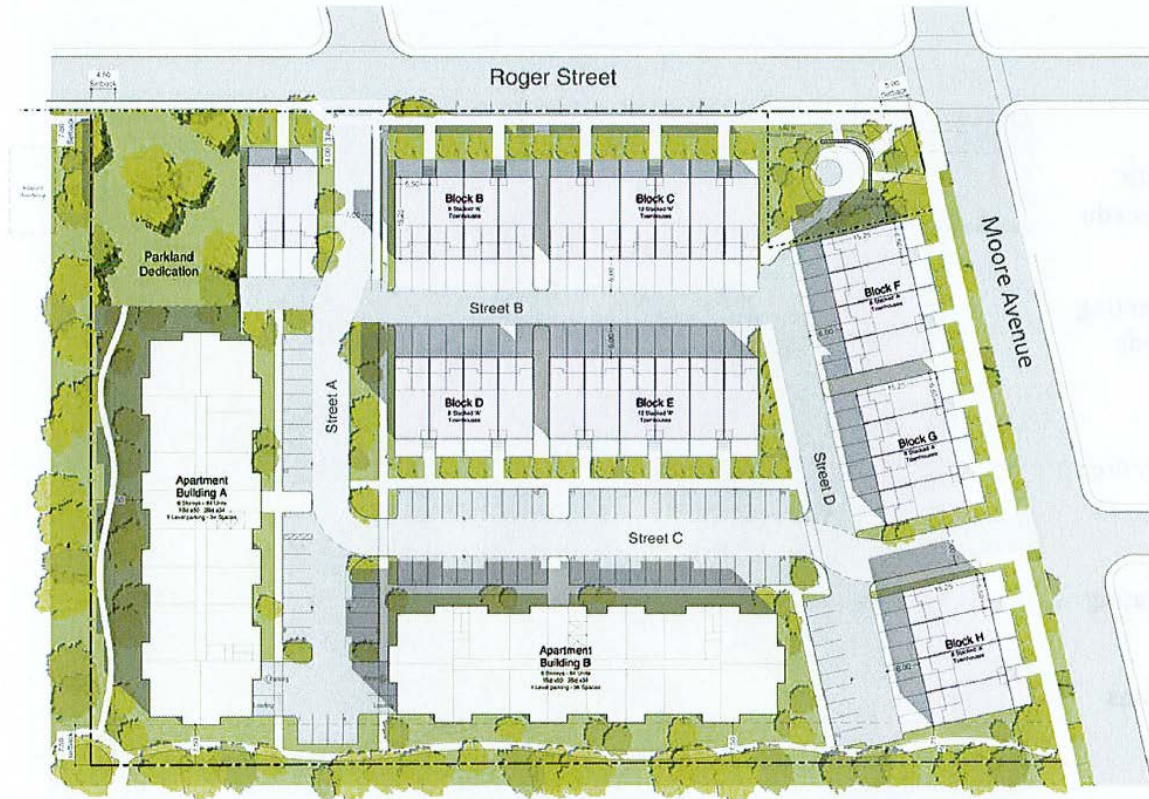
If City Council approves this report, The Region of Waterloo will be advised and the Regional TIG decision will follow. Following City and Regional TIG decisions, a Brownfield TIG Agreement will be prepared to the satisfaction of the City and Regional Solicitors.

APPENDIX A – Location Map



APPENDIX B – Site Plan

Concept C (Staff Recommended)



APPENDIX C – Regional Development Charge Rates Update

2019 Approved Residential Development Charges (\$ per unit, effective August 1, 2019):

Service Category	Single/Semi Detached Dwelling		Townhouse Dwelling		Apartment Dwelling	
	City	Township	City	Township	City	Township
General Government	298	298	223	223	162	162
Police Service	812	812	607	607	442	442
Paramedic Services	170	170	127	127	93	93
Airport	585	585	437	437	319	319
Operations	162	162	121	121	88	88
Transit Services	3,072	-	2,296	-	1,673	-
Library Service	-	646	-	483	-	352
Waste Management	298	298	223	223	162	162
Transportation	11,997	11,997	8,966	8,966	6,532	6,532
Water Supply	4,442	4,442	3,320	3,320	2,419	2,419
Wastewater	6,220	6,220	4,648	4,648	3,387	3,387
Total General Services*	17,394	14,968	13,000	11,187	9,471	8,150
Total Full Service	28,056	25,630	20,967	19,154	15,278	13,957

* - General Services includes General Government, Police Service, Paramedic Services, Airport, Operations, Transportation, Waste Management, Transit Services, (Cities only), and Library Services (Townships only).

Non-Residential City Comparison Table (\$ per square foot):

Cities	Industrial	UGC Office*	Commercial	Institutional
2019 Rate	\$16.07	\$16.07	\$16.07	\$16.07
Previous Rate	\$12.18	\$12.18	\$12.18	\$12.18
Difference (base)	\$3.89	\$3.89	\$3.89	\$3.89
%increase (base)	32%	32%	32%	32%
Discount Rate*	60% Discount	50% Discount	NA	NA
Discount Rate*	\$6.43 (\$0.34 increase)	\$8.04 (\$-4.15)	\$3.89 increase	\$3.89 increase

*refer to applicable criteria (and By-law) for approved DC reduction rate. UGC = Urban Growth Centre.

Non-Residential Development Charges (\$ per square foot of GFA, effective August 1, 2019):

Service Category	Non-Residential	
	City	Township
General Government	0.17	0.17
Police Service	0.47	0.47
Paramedic Services	0.03	0.03
Airport	0.34	0.34
Operations	0.09	0.09
Transit Services	1.95	0.00
Library Service	0.00	0.05
Waste Management	0.01	0.01
Transportation	6.82	6.82
Water Supply	2.58	2.58
Wastewater	3.61	3.61
Total General Services	9.88	7.98
Total Full Service (not including Discount Rate)	16.07*	14.17*

*refer to applicable criteria (and By-law) for approved DC Discount rate.



STAFF REPORT
Economic Development

Title: Brownfields Financial Incentive Program – TIG Program for 70 King Street North

Report Number: CAO2019-030

Author: Rachel Martin and Brad Witzel

Meeting Type: Finance & Strategic Planning Committee Meeting

Council/Committee Date: October 21, 2019

File: N/A

Attachments: Appendix A – Location Map
Appendix B – Concept Plan
Appendix C – Regional Development Charge Rates Update

Ward No.: Uptown Ward 7

Recommendation:

1. That Council approves report CAO2019-030.
2. That Council approves the Tax Increment Grant to 2422409 Ontario Inc. (HIP Developments Inc.) for the property known as 70 King Street North.
3. That the joint Tax Increment Grant does not exceed the maximum amount of \$2,167,832 for the City to be financed from the incremental tax revenue for the property following remediation, redevelopment and reassessment.
4. That the Region of Waterloo brownfield coordinator be advised of City Council's decision regarding this application.
5. That the Mayor and Clerk be authorized to execute a TIG Agreement, and any related documents, in coordination with the Region of Waterloo with the registered owner of 70 King Street North to the satisfaction of the City and Regional Solicitors.

A. Executive Summary

A primary objective of The City of Waterloo ("The City") and Region of Waterloo ("The Region") 'brownfields program' is to remediate and redevelop contaminated lands with a higher and more intensive land use based on defined eligibility criteria. If eligible, the remediation costs are financed through two incentive programs starting with the Region of Waterloo Regional Development Charge ("RDC") Incentive program (*which is being phased-out over 2020-2024*), followed by a Joint Tax Increment Program ("TIG") program between the City and Region on any remaining remediation costs not recovered.

On August 8, 2019 The City of Waterloo ("The City", in coordination with The Region of Waterloo) received a joint Tax Increment Grant (TIG) application from 2422409 Ontario Inc. for the remediation and redevelopment of a 0.453 hectare property located at 70 King Street North (commonly referred to as "The Canada Post Office" shown on Appendix A).

Approval of the joint TIG by The City of Waterloo and Region of Waterloo is required to facilitate the redevelopment of The Property. In the event, that the anticipated RDC exemption application is unsuccessful the eligible remediation cost would need to be covered entirely from the TIG program. Economic Development staff are recommending approval of up to a maximum \$2,167,832 in City TIG financing for this project. If approved, Regional Council will then give consideration to the Regional TIG recommendation for the balance of the eligible remediation costs up to a maximum of \$3,980,292. RDC certification has not yet been issued for The Property. Once eligible remediation costs and invoices are accepted and deemed complete, it is anticipated that the site may apply to receive a RDC exemption, which if successful will be subtracted from the total eligible TIG amount.

The redevelopment represents a significant increase in assessed value and tax assessment. In 2019, the property had a total assessed value of \$2,425,000 compared to the estimated \$103,857,000 redevelopment property value. If approved, the City property tax would increase from \$15,448 (2019) to an estimated \$376,980 in annual property tax.

B. Financial Implications

For this project, the total eligible remediation cost was estimated at \$5,589,203 and accepted by The Region of Waterloo plus an automatic 10% contingency fee for a total eligible remediation cost of \$6,148,124. It is anticipated that the applicant may be eligible for a Regional DC Brownfield Exemption. For illustrative purposes only, the RDC exemption is estimated to be between \$5M-\$7M. The amount of the RDC exemption **is only an estimate and subject to Regional review and approval and subject to change**. Approval of the RDC exemption application is contingent on the completion of required documentation including but not limited to; record of site condition, submitted detailed cost package, financial audit, etc... Assuming 2422409 Ontario Inc. receives a brownfield RDC exemption it is estimated that the total TIG amount could be reduced by \$5-7 million. Using \$5,000,000 as an RDC exemption would leave \$1,148,124 for City and Region TIG incentive subject to Councils approval with an estimated \$404,829 City TIG contribution based on the City-Regional tax split ratio (City 35.3%, Region 64.7%).

Approval of this Brownfield Application will obligate The City of Waterloo to provide a municipal property tax rebate in an amount not to exceed \$2,167,832 over the course of up to 10 years based on the estimated remediation cost and funded from the difference between the existing tax assessment and future tax re-assessment for the 70 King Street North property.

The actual municipal property tax rebate the City of Waterloo is anticipated to provide is estimated to be \$404,829 over 2 years (assuming \$5M as the RDC exemption amount for illustrative purposes only). This is based on an estimated RDC exemption assuming the Region's approval.

Once the TIG is fully paid or has reached the 10 year maximum duration, the increased assessment resulting from the redevelopment is estimated to be \$361,532 (city portion) and would benefit the overall property tax levy for perpetuity.

C. Technology Implications

N/A

D. Legal Considerations

If the City Brownfield TIG is approved, the Mayor and Clerk will be required to execute a TIG Agreement, and any related documents, in coordination with the Region of Waterloo and with the registered owner of 70 King Street North to the satisfaction of the City and Regional Solicitors. This agreement could be initiated following Regional Council TIG decision and prior to any Plan of Condominium Agreement.

E. Link to Strategic Plan

- Healthy Community & resilient neighbourhoods – increase the amount of affordable housing in the city.
- Infrastructure renewal- Optimize usage and efficiency of existing facilities and assets.

F. Previous Reports on this Topic

- IPPW2018-030 to IPPW2018-30.2 Official Plan Amendment No. 21
- IPPW2018-030 to IPPW2018-30.2 Zoning By-law Amendment Application Z-18-02 (Approved September 10, 2018, with By-law passed November 26, 2018)
- IPPW2013-063 City-Wide Brownfields Community Improvement Plan
- CAO2019-016 City Brownfield Program Extension

G. Approvals

Name	Signature	Date
Author: Rachel Martin		
Author: Brad Witzel		
Director: Justin McFadden		
Commissioner: N/A		
Finance: Keshwer Patel		

CAO



Brownfields Financial Incentive Program – TIG Program for 70 King Street North

1.0 Background

On December 2 2013, City Council adopted By-law 2013-123 that introduced a new City-Wide Brownfields Community Improvement Plan Program that enabled the Tax Increment Grant (TIG) incentive. This program is combined with a Regional TIG incentive and the City program had an original sunset clause of September 2018. This sunset clause was extended to September 2019 through the 181 King Street Brownfield TIG Application (Report CAO2018-014). Then on June 17, 2019, Council approved an extension to the City Brownfields Community Improvement Plan for another five (5) years to September 2024 (By-law 2019-049). Since 2013, the City has experienced significant intensification activity. During the last several years the City has received growing interest in the Brownfields Program including some projects that were eligible for the RDC reduction, and a growing number of projects interested in the TIG program.

On June 26th, 2019, Region of Waterloo Council approved modifications to the Regional Brownfield's Program and rate changes to the Development Charges By-law. The Brownfield RDC Exemption has been a successful regionally funded program that approved approximately \$11M in brownfield redevelopment projects throughout the Region; however a more sustainable financial incentive program is required. The Brownfield RDC Exemption program was approved to be phased-out over a five year term (2020-2024) with a funding shift to a 100% TIG funded program with an approximate 65% (Region of Waterloo) and 35% (City of Waterloo) revenue split based on current property taxes. Any applications that have not previously participated in the program will be subject to the Brownfield RDC phasing out program. Brownfield applications that have received an approved "BFIP Eligibility Letter" from the Region of Waterloo prior to July 31, 2019 are considered to be under the "grandfather" provision with the previous program rules. It is also noted that the Region of Waterloo Development Charge rates have been updated in order to support the future planned growth of the Region. Updated rates are included in Appendix C. The 2422409 Ontario Inc. BFIP Eligibility Letter for the property known as 70 King Street North, was received on December 12, 2018 and as such is being considered under the "grandfather" provision with the previous program rules being applied.

On August 8, 2019 The City of Waterloo ("The City", in coordination with The Region of Waterloo) received a joint Tax Increment Grant (TIG) application from by 2422409 Ontario Inc. (HIP Developments Inc.) for the remediation and redevelopment of a 0.453 hectare property located at 70 King Street North. For this project, the total eligible remediation cost was estimated at \$5,589,203 and accepted by The Region of Waterloo plus an automatic 10% contingency fee for a total eligible remediation cost of 6,148,124.

It is anticipated that the applicant may be eligible for a Regional DC Brownfield Exemption. For illustrative purposes only, the RDC exemption is estimated to be between \$5M-\$7M. The amount of the RDC exemption **is only an estimate and subject to Regional review and approval and subject to change**. Approval of the RDC exemption application is contingent on the completion of required documentation including but not limited to; record of site condition, submitted detailed cost package, financial audit, etc... Assuming 2422409 Ontario Inc. receives a brownfield RDC exemption it is estimated that the total TIG amount could be reduced by \$5-7 million. Using \$5,000,000 as an RDC exemption would leave \$1,148,124 for City and Region TIG incentive subject to Councils approval with an estimated \$404,829 City TIG contribution based on the City-Regional tax split ratio (City 35.3%, Region 64.7%).

2.0 Historical Property Use

The Property is located at the corner King Street North and Bridgeport Road. The Property is within the Uptown Area, and near public transit including the Uptown LRT Station. Historically, The Property was used for a range of uses, including a place of worship, and most recently a Canada Post Office. The Property was used as a place of worship from 1838 (the first known development of the lands) until 1959 when the site experienced a fire. The lands were then occupied by a building known as the Waterloo Federal Building from 1965 to 2012 (the Canada Post Office). The Property was acquired by 2422409 Ontario Inc. in 2019 with redevelopment plans for a mixed use development. The Property was purchased by 2422409 Ontario Inc. with the knowledge that the property was contaminated, and that, a future redevelopment project could be eligible for The Brownfields Program. The analytical results of several soil samples reported elevated concentrations of polycyclic aromatic hydrocarbons (PAHs), metals, and petroleum hydrocarbon related chemicals above the applicable Ministry of the Environment Conservation and Parks (MECP) Table 2 regulatory standards. Groundwater samples reported metals and volatile organic compounds (VOCs) parameters above the applicable MECP Table 2 regulatory standards. Based on the findings of the Phase Two ESA, a Risk Management Plan dated March 2019 was prepared and submitted to the MECP to address the identified soil and groundwater impacts in order to obtain a Risk Assessment and a Record of Site Condition (both are in process).

3.0 Development History

City of Waterloo Official Plan Amendment No. 21 was approved by City Council on September 10, 2018 through By-law 2018-045, and by the Region of Waterloo on December 25, 2018 for the lands at 70 King Street North.

The enabling Zoning Bylaw (2018-066) was approved November 26, 2018 to amend By-law No. 1108 to permit an 81-metre tall mixed use tower with 550 residential units, an education and programming leasable space, and office space through Zone Change Application Z-18-02. A site plan application remains under review.

Demolition permit applications have been submitted to The City, with the expectation that building permit applications will follow shortly.

- IPPW2018-030 Official Plan Amendment No. 21
- IPPW2018-030 Zoning By-law Amendment Application Z-18-02 (Approved September 10, 2018, with By-law passed November 26, 2018)

4.0 Contamination and Remediation

A Phase One (August 11, 2015) and Phase Two (August 14, 2015) ESA have been completed by Chung & Vander Doelen Engineering Ltd. for the Site. A Risk Assessment has been accepted by the Ministry of the Environment, Conservation and Parks on July 29, 2019 (No. 2202-AAKAFX).

The Phase One ESA identified the following potentially contaminating activities resulting in areas of potential environmental concern at the Site:

- Industrial activities (Hydraulic Hoist in southeast corner of building);
- Importation of fill material of unknown quality;
- An off-site former dry cleaner (59-71 King Street North).

As part of the ongoing Phase Two ESA, a series of boreholes and monitoring wells were advanced on the site, inside and outside of the building, to characterize the underlying soil and groundwater conditions. The laboratory analytical results of soil samples from several boreholes reported polycyclic aromatic hydrocarbons (PAHs), metals, and trichloroethylene (TCE) that were above the applicable Ministry of the Environment Conservation and Parks (MECP) Table 2 regulatory standards. The analytical results of groundwater samples reported levels of TCE, chloroform, sodium, and uranium above the applicable MECP Table 2 regulatory standards.

The redevelopment of The Property for a mixed use-residential land use requires a Record of Site Condition (RSC). As part of the RSCP process, a Phase One and Phase Two were conducted. Based on the findings to date, a remedial work plan dated March 2019 was prepared to address the identified soil and groundwater impacts. A Risk Assessment is currently under review at the MECP in order to obtain a Record of Site Condition.

5.0 Eligible Brownfield

The Property meets the criteria as an eligible brownfield program. As a brief summary, The Property was previously used for a Place of Worship, and more recently by Canada Post. A neighbouring property historically formerly had a dry cleaner, which resulted in the contamination of 70 King Street North. The property currently contains a vacant building and cannot be redeveloped with the identified soil and groundwater contamination. The property was purchased by 2422409 Ontario Inc. in 2019 and was approved for a mixed-use residential high rise project (sensitive land use). The

redevelopment represents a significant increase in assessed value and tax assessment. In 2019, the property had a total assessed value of \$2,425,000 compared to the estimated \$103,857,000 redevelopment property value. If approved, the City property tax would increase from \$15,448 (2019) to an estimated \$376,980 in annual property tax.

6.0 Brownfield Applications

The RDC Exemption Incentive application was dated August 8, 2019. This Application includes a detailed summary of the direct remediation cost including \$6,148,124.

The Brownfields Financial Incentive Program: Joint Tax Increment Grant ("TIG") application was dated August 8, 2019 and identifies the direct remediation costs eligible for TIG financing that includes an automatic 10% contingency cost. Based on the eligible TIG remediation cost, and estimated assessed value of the redevelopment, The City would be responsible to provide a municipal property tax rebate in an amount not to exceed \$2,167,832 over the course of up to 10 years and the Region would be responsible to provide a property tax rebate in the amount not to exceed \$3,980,292 over the course of up to 10 years.

7.0 Existing Assessment and Taxes

In 2019, the total approximate assessment for land was \$2,425,000. Based on this market value, and City tax assessment records, the total property tax was \$75,094. The 2019 City-Region tax split is as follows (City 35.3%, Region 64.7%):

- City of Waterloo: \$15,448
- Region of Waterloo: \$28,364
- Education: \$31,282

8.0 Projected Assessment and Taxes

The development has been approved to introduce a maximum density of 750 bedrooms per hectare (site plan is still in process). Based on this, and a Municipal Property Assessment Corporate (MPAC) assessment estimate for the proposed development, the assessed value is estimated at approximately \$103,857,000.

Using the 2019 tax rates, the projected annual property taxes following full completion of the project would be \$1,373,480 with following projected allocation to the City and Region:

- City of Waterloo: \$376,980
- Region of Waterloo: \$692,162
- Education: \$304,338

Based on this estimated assessed value, the City's Annual Tax Increment (i.e. the different between the existing City tax level and the future City tax level) is estimated to be \$361,532 (\$15,448 – \$376,980) per year. The Regional Tax Increment is estimated at \$663,798 (\$28,364 – \$692,162) per year.

9.0 Estimated Payment Schedule

The TIG payment schedule is based on the size of the total municipal tax increment and the total net eligible remediation costs (after first leveraging the RDC) that is used to calculate the TIG.

It is anticipated that the applicant may be eligible for a Regional DC Brownfield Exemption. For illustrative purposes only, the RDC exemption is estimated to be between \$5M-\$7M. The amount of the RDC exemption **is only an estimate and subject to Regional review and approval and subject to change.** Approval of the RDC exemption application is contingent on the completion of required documentation including but not limited to; record of site condition, submitted detailed cost package, financial audit, etc...

Assuming 2422409 Ontario Inc. receives a brownfield RDC exemption it is estimated that the total TIG amount could be reduced by \$5-7 million. Using \$5,00,000 as an RDC exemption would leave \$1,148,124 for City and Region TIG incentive subject to Councils approval with an estimated \$404,829 City TIG contribution based on the City-Regional tax split ratio (City 35.3%, Region 64.7%). Based on this amount, the TIG would be paid over two years and covers the full value of net eligible remediation costs.

The final joint TIG grant payment schedule will not be confirmed until the actual remediation costs are reviewed, the RDC exemption value is confirmed (if approved) and the MPAC assessment is received following the redevelopment of the property. Regardless of the actual remediation costs, the City's share of the TIG would be capped at \$2,167,832.

Table 1: Estimated Payment Schedule (TIG Financing):

Scenario	Assuming No RDC Exemption			Assuming \$5M RDC Exemption		
	City	Region	Total TIG	City	Region	Total TIG
1	\$361,532	\$663,798	\$1,025,330	\$361,532	\$663,798	\$1,025,330
2	\$361,532	\$663,798	\$1,025,330	\$43,297	\$79,497	\$122,794
3	\$361,532	\$663,798	\$1,025,330	-	-	-
4	\$361,532	\$663,798	\$1,025,330	-	-	-
5	\$361,532	\$663,798	\$1,025,330	-	-	-
6	\$360,172	\$661,302	\$1,021,474	-	-	-
7	-	-	-	-	-	-
8	-	-	-	-	-	-
9	-	-	-	-	-	-
10	-	-	-	-	-	-
Total TIG	\$2,167,832	\$3,980,292	\$6,148,124	\$404,829	\$743,295	\$1,148,124

*subject to construction and occupancy timing

10.0 Conclusion

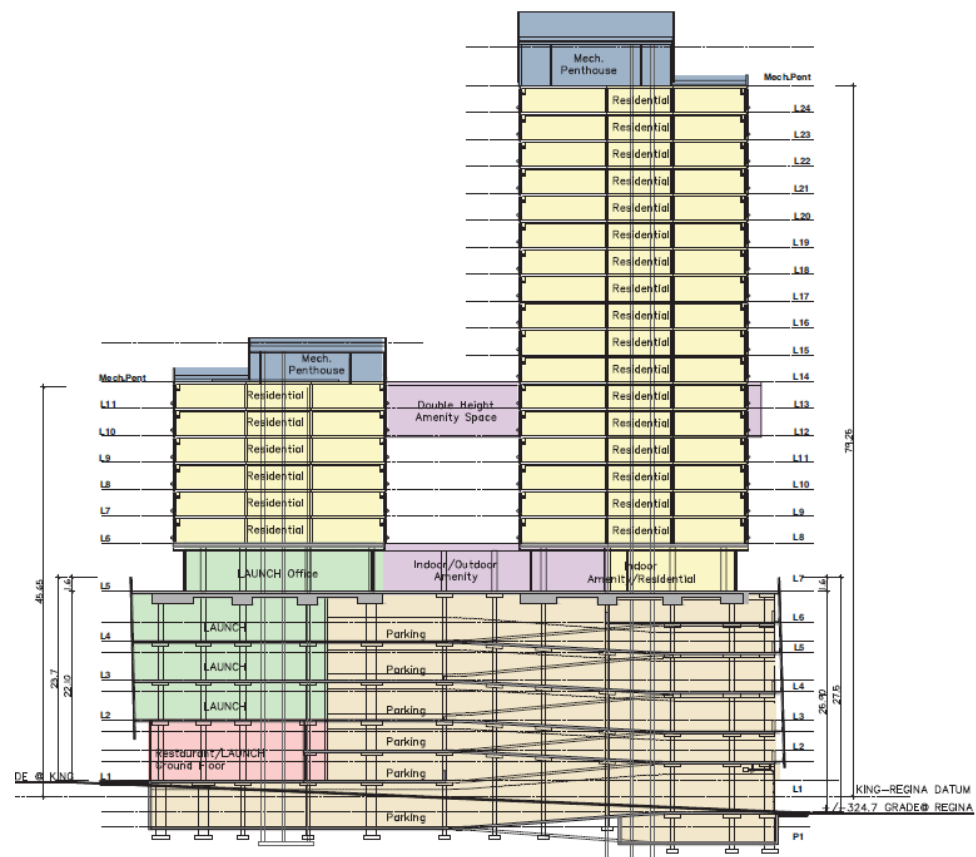
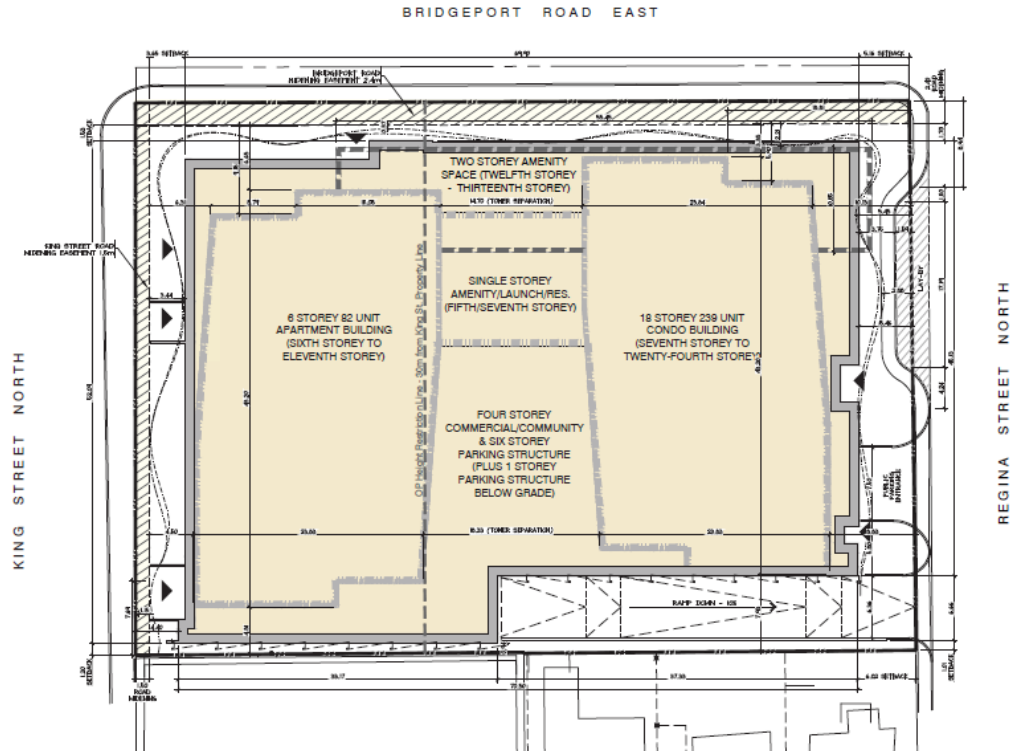
The Region of Waterloo and The City of Waterloo's Economic Development Division (in consultation with IPPW, Finance, and Legal Services) have reviewed the Brownfields Application and are satisfied that it meets the brownfield remediation eligibility and application requirements. Staff supports the acceptance with the terms and conditions of the Region of Waterloo – City Brownfield Remediation Program.

If City Council approves this report, The Region of Waterloo will be advised and the Regional TIG decision will follow. Following City and Regional TIG decisions, a Brownfield TIG Agreement will be prepared to the satisfaction of the City and Regional Solicitors.

APPENDIX A – Location Map



APPENDIX B – Concept Plan



APPENDIX C – Regional Development Charge Rates Update

2019 Approved Residential Development Charges (\$ per unit, effective August 1, 2019):

Service Category	Single/Semi Detached Dwelling		Townhouse Dwelling		Apartment Dwelling	
	City	Township	City	Township	City	Township
General Government	298	298	223	223	162	162
Police Service	812	812	607	607	442	442
Paramedic Services	170	170	127	127	93	93
Airport	585	585	437	437	319	319
Operations	162	162	121	121	88	88
Transit Services	3,072	-	2,296	-	1,673	-
Library Service	-	646	-	483	-	352
Waste Management	298	298	223	223	162	162
Transportation	11,997	11,997	8,966	8,966	6,532	6,532
Water Supply	4,442	4,442	3,320	3,320	2,419	2,419
Wastewater	6,220	6,220	4,648	4,648	3,387	3,387
Total General Services*	17,394	14,968	13,000	11,187	9,471	8,150
Total Full Service	28,056	25,630	20,967	19,154	15,278	13,957

* - General Services includes General Government, Police Service, Paramedic Services, Airport, Operations, Transportation, Waste Management, Transit Services, (Cities only), and Library Services (Townships only).

Non-Residential City Comparison Table (\$ per square foot):

Cities	Industrial	UGC Office*	Commercial	Institutional
2019 Rate	\$16.07	\$16.07	\$16.07	\$16.07
Previous Rate	\$12.18	\$12.18	\$12.18	\$12.18
Difference (base)	\$3.89	\$3.89	\$3.89	\$3.89
%increase (base)	32%	32%	32%	32%
Discount Rate*	60% Discount	50% Discount	NA	NA
Discount Rate*	\$6.43 (\$0.34 increase)	\$8.04 (\$-4.15)	\$3.89 increase	\$3.89 increase

*refer to applicable criteria (and By-law) for approved DC reduction rate. UGC = Urban Growth Centre.

Non-Residential Development Charges (\$ per square foot of GFA, effective August 1, 2019):

Service Category	Non-Residential	
	City	Township
General Government	0.17	0.17
Police Service	0.47	0.47
Paramedic Services	0.03	0.03
Airport	0.34	0.34
Operations	0.09	0.09
Transit Services	1.95	0.00
Library Service	0.00	0.05
Waste Management	0.01	0.01
Transportation	6.82	6.82
Water Supply	2.58	2.58
Wastewater	3.61	3.61
Total General Services	9.88	7.98
Total Full Service (not including Discount Rate)	16.07*	14.17*

*refer to applicable criteria (and By-law) for approved DC Discount rate.



STAFF REPORT

Economic Development

Title: 2020 Canada Day
Report Number: CAO2019-033
Author: Astero Kalogeropoulos
Meeting Type: Finance & Strategic Planning
Council/Committee Date: October 21, 2019
File: N/A
Attachments: None
Ward No.: All

Recommendations:

1. That Council approve report CAO2019-033.
2. That Council directs staff to include the required Canada Day Programming Event budget in the 2020-2022 operating budget.

A. Executive Summary

The University of Waterloo (UW) had hosted a Canada Day event since 1984. Over the years the event grew to a full-scale festival attended by more than 60,000 people from across the region and beyond. The cost to execute the event also grew significantly to a peak of more than \$250,000. However, this was not sustainable and this year UW informed the City that it would be focusing its resources on core activities and would cease the delivery of a Canada Day event after 2019. Further, the 2019 event was scaled back to fireworks only. The City held several meetings with area municipalities and community organizations to determine levels of interest in new Canada Day delivery models and best practices. The City recognized the wonderful community response UW has had over the decades and wanted to thoughtfully move forward with a different event that would be complementary and appealing to City residents. The City also consulted City of Waterloo citizens through its online Engage Waterloo platform. Close to 1200 people completed a survey. Following an analysis of the results and further consultation with area municipalities, City staff are excited to launch a unique and innovative event to commemorate Canada Day, beginning in 2020. After researching several options, staff are recommending a community picnic format in Waterloo Park, with live music and food trucks, followed by a drone LED light show. Similar to traditional fireworks, the light show will be 15 minutes in duration. Unlike traditional fireworks, the drone option is environmentally and animal friendly as it doesn't

produce any loud, jarring noises or by-products. This reimagined Canada Day event also directly aligns with the City of Waterloo's technology brand.

B. Financial Implications

On December 9, 2019 staff will be releasing the proposed 2020-2022 operating and capital budget. Included in the proposed 2020-2022 operating budget will be a budget request for the required Canada Day Programming Event budget. Funding in the amount of \$100,000 will be required to support the entertainment, light show, security, and equipment rentals needed to meet community expectations for this event.

C. Technology Implications

None

D. Link to Strategic Plan

This report links to strategic objectives: Equity, Inclusion and a Sense of Belonging; Sustainability and the Environment; Safe, Sustainable Transportation; Healthy Community & Resilient Neighbourhoods.

E. Previous Reports on this Topic

None

F. Approvals

Name	Signature	Date
Author: Astero Kalogeropoulos		
Director: Justin McFadden		
Commissioner:		
Finance: Filipa Reynolds		

CAO



**2020 Canada Day
CAO2019-033**

Background

The University of Waterloo has hosted a Canada Day event since 1984. The event was originated by the University's Federation of Students and led by FEDS. In March 2013, the University entered into a memorandum of understanding where University Relations would assume leadership for the event. The impetus of the event was to demonstrate the University's connection to and appreciation of its local community. The event grew to a full-scale festival attended by more than 60,000 people across the region. Cost to execute the event also grew significantly to more than \$250,000 for UW and the costs were likely to continue to increase. Hosting and organizing a large-scale celebration of this nature was no longer a sustainable role for UW. Working in partnership with their student leaders, UW is seeking new opportunities to build connections between students and the local community. UW hosted a firework show after dark this year.

Following notification of UW's intention to discontinue its involvement, City staff embarked on a consultation process with other area municipalities and key community stakeholders to see if there was an opportunity to develop a joint event. Feedback received during this process indicated that numerous neighbouring municipalities hold successful events of varying size and scale, and that there is currently no interest in moving to a joint region-wide event model.

The City also conducted a survey of Waterloo residents on its Engage Waterloo platform. Close to 1200 responses were received – the highest number of responses the City has received on any survey since it launched Engage Waterloo several years ago.

The survey showed City of Waterloo residents like having a local Canada Day event, with 60 per cent indicating they have attended between 5 and 10 times over the last 10 years, and another 40 per cent have attended between 1-4 times during that same time period. The survey also asked if people would be open to featuring something other than fireworks, with a slight majority favouring fireworks. However, numerous comments were received concerning the impact of fireworks on both the natural environment as well as pets and wildlife. In addition to fireworks, live music and food were identified as desired elements of a future Canada Day event. Overall, respondents favoured having an event held in the City of Waterloo that is free and family-oriented.

Staff reviewed the survey results, and researched examples of best practice in other communities. As a result, for the 2020 Canada Day event, staff are recommending a

community picnic in Waterloo Park (that includes live music and food trucks) followed by a drone LED light show.

This format offers a number of advantages:

- Given the change in format from previous Canada Day events held in Waterloo, estimated attendance for the 2020 event is between 15,000-20,000 people. The west side of Waterloo Park is well suited to accommodating crowds of this size. The park offers a central location that is easily accessible by public transit. To accommodate additional parking needs, the University of Waterloo will provide parking Lots A and C (on Seagram Drive) at no charge to the City for the duration of the event in 2020. The west side of Waterloo Park also offers advantages from a security perspective since it is a relatively enclosed space with limited vehicular access.
- A community picnic format that includes live music at the Waterloo Park Bandshell and food trucks allows people to come together to celebrate but simplifies logistics for the event and reduces the demands on staff resources. This format also addresses many of the key elements identified by respondents to the Engage Waterloo survey.
- A drone LED light show addresses many of the problems posed by traditional fireworks. By maintaining the flashy colours of normal fireworks while minimizing the traditional bangs, crackles and whistles that accompany the explosions, stress on wildlife, domestic animals, and individuals suffering from PTSD is also reduced. Drone shows also significantly reduce fire risk and eliminate the pollution impacts of traditional fireworks. The drone light show is also unique and is not being done elsewhere in this region.
- Funding for this event will be included in the 2020-2022 operating budget

Staff will evaluate the event following the 2020 celebrations.

Community Services – Community & Neighbourhood Services has developed a toolkit that provides instructions on how to do smaller events for residents who prefer to host their own celebrations.



STAFF REPORT
Facility Design & Management Services

Title: Release of Funding for Heritage Assets – Facility Design & Management
Report Number: COM2019-029
Author: Sunda Siva, Director, Facility Design & Management
Meeting Type: Finance & Strategic Planning Committee Meeting
Council/Committee Date: October 21, 2019
File: N/A
Attachments: None
Ward No.: City Wide

Recommendations:

1. That Council approve report COM2019-029.
2. That Council approve the release of funding of \$62,000 for Heritage Assets Conservation Management Plans, from the Heritage Reserve Funds, as per the approved 2019 Capital Budget ref. #658, project # 190038 with the remaining funds directed towards the restoration of the foundations of the barn at the Elam Martin Farm.

A. Executive Summary

The purpose of this report is to seek Council approval to release funding for a non-routine 2019 Capital Project.

Capital funding is requested via this report to initiate the following project:

- Heritage Assets Conservation Management Plans
 - To create four conservation management plans within an overarching plan that identifies issues and sets priorities for the City. This will help inform future conservation and/or restoration projects and will provide Facility Design and Management team with the information they need to ensure adequate, ongoing maintenance and conservation.
 - Foundation restoration of the barn foundation at the Elam Martin farm.

B. Financial Implications

The approved 2019 Capital Budget includes funding of \$62,000 for Heritage Assets Conservation Management Plans, budget ref. #658, project # 190038.

The project will fund three Conservation Management Plans for a total of \$15,000 and the Elam Martin Barn Structural assessment and associated repairs for \$47,000.

A conservation management plan has been completed for the Carnegie Library as part of the planning work completed to date in project # 140047.

C. Technology Implications

None

D. Link to Strategic Plan

(Strategic Objectives: Equity, Inclusion and a Sense of Belonging; Sustainability and the Environment; Safe, Sustainable Transportation; Healthy Community & Resilient Neighbourhoods; Infrastructure Renewal; Economic Growth & Development)

Healthy Community & Resilient Neighbourhoods; Infrastructure Renewal

(Guiding Principles: Equity and Inclusion; Sustainability; Fiscal Responsibility; Healthy and Safe Workplace; Effective Engagement; Personal Leadership; Service Excellence)

Sustainability**E. Previous Reports on this Topic**

None

F. Approvals

Name	Signature	Date
Author: Sunda Siva	<i>M. S. Sunda Siva</i>	October 8, 2019
Director: Sunda Siva	<i>M. S. Sunda Siva</i>	October 8, 2019
Commissioner: Mark Dykstra		
Finance: Kim Reger		

CAO



**Release of Funding for Heritage Assets – Facility Design & Management
COM2019-029**

Background:

Waterloo's Official Plan recognizes the importance of conserving Waterloo's cultural heritage resources and outlines cultural heritage policies. In addition, Waterloo's Built Heritage Strategy, Goal 3, states that the City will demonstrate "commitment to and leadership in the management, conservation and adaptive reuse of City-owned cultural heritage resources." In keeping with this goal, one of the recommended actions is to develop individual conservation management plans for the maintenance, restoration and long-term use of City-owned, designated heritage resources.

Currently, four City-owned facilities are designated under the Ontario Heritage Act. These facilities are as follows:

- **Log Schoolhouse, Waterloo Park, 50 Young St W**

The Log School House is located on the east side of Waterloo Park. Built in 1820 on lands near the current MacGregor Public School, the schoolhouse is Waterloo's first school. After 22 years as a schoolhouse, it was moved to the city of Berlin, ON (currently Kitchener, ON) and served as a residence for a former African-American slave and his family until 1894 when it was moved to its current location in Waterloo Park. The school is an excellent early example of Pennsylvania German construction techniques that are uniquely identified with Waterloo County Pennsylvania German log construction. The property was designated, for its cultural heritage significance, by the City of Waterloo, under Part IV of the Ontario Heritage Act (By-law 2011-078).

- **Elam Martin Farmstead, 2001 University Ave E**

The Elam Martin Farmstead is located between RIM Park and the Grey Silo Golf Course. This sixth generation Mennonite farmstead was established in 1820 and consists of barns, silos and numerous outbuildings on an 18.5 acre landscape. The property has characteristic of a 19th century Mennonite farmstead in terms of the types, styles and orientation of its buildings. It was designated for its historic and architectural value by the City of Waterloo under Part IV of the Ontario Heritage Act (By-law No. 01-03).

- **Button Factory, 25 Regina St S**

The Button Factory at 25 Regina St S is a yellow brick Victoria-era industrial building constructed in 1886. The building was erected by

Richard Roschman, a German immigrant and button maker who, with his brother Rudolph established the business, Roschman and Brother. The property was designated for its historic and architectural value by the City of Waterloo under Part IV of the Ontario Heritage Act (By-law 82-62).

- **Carnegie Library, 40 Albert St**

The two-storey red pressed-brick building was designed in the Classical Revival style by architect Charles Moogk and was constructed between 1903 and 1905 as Waterloo's first purpose-built public library. The property was designated for its historical and architectural significance under Part IV of the Ontario Heritage Act in 1985 (By-law 85-5). It is also designated under Part V of the Ontario Heritage Act (By-law 06-097) as part of the MacGregor-Albert Heritage Conservation District.

As recommended, four (4) individual conservation management plans within an overarching plan that identifies issues and sets priorities for the City will be created. A conservation management plan has been completed for the Carnegie Library as part of the planning work completed to date. These conservation management plans will help inform future conservation and/or restoration projects and will provide Facility Design & Management with direction specific to ongoing maintenance and conservation. Having these conservation management plans in place will ensure the City is ready to take advantage of provincial and federal funding for conservation projects, as they arise.

As the total amount of funding is relatively small for the conservation management plans, staff are recommending that the remaining amount of the funding from this source be directed towards the completion of structural repairs – specifically to the foundations - that have been identified at the barn at the Elam Martin Farm. A detailed investigation by a structural consultant will be required to identify the scope of the work required to rectify this structural issue.

Financial Section

Description	Report Number	Approval Date	\$ Amount
Funding:			
Release of funding for conservation plans and structural assessment	COM2019-029	Oct. 21st, 2019	\$ 62,000
Total Funding			\$ 62,000
Expenditures:			
Life to date expenses			\$ -
Expenses to be incurred			\$ 62,000
Total Expenditures			\$ 62,000
Total			\$ -



STAFF REPORT

Finance

Title: Development Charge Background Study & Update
Report Number: CORP2019-070
Author: Michael Pugliese
Meeting Type: Finance & Strategic Planning Committee Meeting
Council/Committee Date: October 21, 2019
File: n/a
Attachments: Appendix A: Development Charge Rate Comparison;
City of Waterloo Development Charge Background Study
(available at www.waterloo.ca/developmentcharges)
Ward No.: All – city wide

Recommendations:

1. That CORP2019-070 be approved.
2. That the City's updated Development Charge Background Study be received as information.
3. Having considered the use of area specific development charges, Council resolves to continue its current practice of imposing development charges on a city wide basis.

A. Executive Summary

Staff are providing Council with a progress report on the City's development charge (DC) update project. In collaboration with Hemson Consulting Ltd., City staff have been working to produce finalized growth projections, the growth related capital program, and preliminary DC rates for Council's consideration as part of the City's updated Development Charge Background Study.

Bill 108 has proposed some changes to the DC Act and Planning Act, with much uncertainty surrounding the timing of these changes and impact on current DC by-laws. As the city's DC by-law update project was well underway when the changes were proposed by the Province, staff are proceeding with a full DC by-law update (hard and soft services) to be passed before Jan. 1, 2020, which is before the anticipated proclamation date of the changes. The City's updated DC Background Study was released to the public via the City's website on Oct. 17, 2019 and can be found at www.waterloo.ca/developmentcharges. Staff are proposing taking the updated by-law for Council approval on Dec. 16, 2019, with an effective date for the new rates to be

Dec. 31, 2019. Council, and the public at large, will have 2 months (60 days) to review the DC Background Study prior to approval as required by the DC Act.

This report will provide summary information and staff recommendations, where appropriate, related to:

- Key assumptions & decision points used in finalizing the City's updated DC Background Study.
- Proposed policy updates and changes from the current DC by-law.
- Comparison of draft rates to the current DC by-law.
- Staff's approach on the public engagement process for the Background Study/by-law update.

The updated DC Background Study has been prepared under existing development charges legislation and this report does not include any analysis or discussion of the new DC legislation proposed under Bill 108.

With Bill 108's proposed deadline date of Jan. 1, 2021 for migration to a Community Benefits Charge (CBC), the City will need to begin work in late 2019 on developing a framework for the transition. As such, the general (soft or discounted) services contained in the updated DC by-law will only be in force for the 2020 calendar year, while the engineered (hard or non-discounted) services portion will continue until the next DC by-law update planned for 2024.

B. Financial Implications

The draft DC capital budget forecast over the next 10 years (2020-2029) totals approximately \$163M (in 2019 dollars). This, along with updated population & employment forecast data and revised modelling, has translated into an overall DC rate decrease from current 2019 values.

C. Technology Implications

None.

D. Link to Strategic Plan

(Strategic Objectives: Equity, Inclusion and a Sense of Belonging; Sustainability and the Environment; Safe, Sustainable Transportation; Healthy Community & Resilient Neighbourhoods; Infrastructure Renewal; Economic Growth & Development)

(Guiding Principles: Equity and Inclusion; Sustainability; Fiscal Responsibility; Healthy and Safe Workplace; Effective Engagement; Personal Leadership; Service Excellence)

Based on Growth Related Capital program Strategic Plan Links – identified on various individual project sheets.

E. Previous Reports on this Topic

None.

F. Approvals

Name	Signature	Date
Author: Michael Pugliese		
Director: Filipa Reynolds		
Commissioner: Keshwer Patel		
Finance: Keshwer Patel		

CAO



Development Charge Background Study & Update
CORP2019-070

Background:

Staff along with Hemson Consulting Ltd. have been working to produce finalized growth projections, the growth related capital program, and preliminary DC rates for Council's consideration as part of the City's updated Development Charge (DC) Background Study.

Bill 108 has proposed some changes to the DC Act and Planning Act, with much uncertainty surrounding the timing of these changes and impact on current DC by-laws. The draft regulations that came out in the summer indicate that a Community Benefits Charge (CBC) Authority would become effective Jan. 1, 2020, but existing DC by-laws can remain in force until Jan. 1, 2021. The ambiguity is whether the ability to pass a new by-law for soft services actually ends Jan. 1, 2020 or 2021. Based on discussions with Hemson Consulting as it relates to the Province's anticipated proclamation date, the City would not be able to pass a DC by-law with soft services after Jan. 1, 2020. In summary, a new DC by-law for soft services will not be permitted once the CBC regime takes force and effect; the draft regulations indicate this will happen on Jan 1, 2020.

As a result of the anticipated CBC effective date, Staff have adjusted timelines for the DC update process and are proceeding with a full DC by-law update (hard and soft services) to be passed before Jan. 1, 2020. Given that the DC update project was well underway and planned DC funded capital projects had been incorporated into the draft city wide capital budget for 2020 – 2029, staff determined that it was more efficient to proceed with the project and take the updated by-law for Council approval on Dec. 16, 2019, with an effective date for the new rates to be Dec. 31, 2019. The City's updated DC Background Study was released to the public via the City's website on Oct. 17, 2019 and can be found at www.waterloo.ca/developmentcharges.

A summary of original vs revised timelines to account for Bill 108 changes are as follows:

Original Timeline:

- Oct 21, 2019 FSP – DC update & council considers area rating
- Dec 9, 2019 FSP – DC Background Study released to Council & Public
- Jan 20, 2020 FSP – DC Formal Public Meeting
- Feb 10, 2020 FSP – DC by-law approval, along with rest of City budget
- Mar 1, 2020 – New DC rates to take effect

Revised Timeline:

- Oct 21, 2019 FSP – DC Background Study released to Council & Public; along with consideration of area rating & updates
- Nov 18, 2019 FSP – DC Formal Public Meeting
- Dec 16, 2019 Council – DC by-law approval
- Dec 31, 2019 – New DC rates to take effect

Council, and the public at large, will still have 2 months (60 days) to review the DC Background Study prior to approval as required by the DC Act. The key difference is that the benefit of reviewing the rest of the draft city wide budget at the same time will be compressed. The entire city wide budget will be released to Council on Dec 9, 2019 with the DC by-law approval planned for Dec. 16, 2019. This gives Council one week to review the DC capital program in context of the broader city wide capital budget. While this may seem like a short window, for many years, Council has not considered DC projects in the broader context since DC updates for the most part have been undertaken in the “off years” of the city wide budget process. Staff’s intention was to align the DC update this budget cycle with the city wide budget process, but through the introduction of Bill 108 midway through the DC update, this was no longer achievable. Should Council have changes to DC capital projects that are identified in Jan/Feb 2020, these would be adjusted in the final capital budget, but the DC rates would remain as approved in Dec. 2019. Staff will continue to aim for aligning the next DC update (hard or non-discounted services only) with the city wide capital budget process in 2023.

Further information regarding main components of the City’s updated DC Background Study are outlined below for Council’s review and consideration. The formal public meeting as required under the DC Act will allow Council and the public an opportunity to address the content of the Background Study prior to formal by-law approval in December.

Draft Growth Related Capital Program & Public Engagement:

The largest factor influencing the development charge rate calculation is the growth related capital program. Staff have updated the City’s growth related capital budget to reflect future growth needs in the City and to better reflect unit costs based on recent tender awards. As mentioned in the background section above, although the DC by-law approval will occur on a separate date from the city wide capital budget, Staff have taken a balanced approach in developing the DC capital program along side the rest of the city wide capital budget. City funding sources often utilized for DC co-pay in projects that are not fully growth related or that require a statutory 10% reduction have been prioritized to ensure the full capital program is balanced amongst growth and other non-growth related strategic priorities and enhancements (e.g. safe & sustainable transportation, healthy community & resilient neighbourhoods, economic growth & development).

The draft growth related capital program has been compiled by both finance staff and divisional level staff, and reviewed with the relevant managers and directors. The

current approved growth related capital program has remained largely intact, with only small modifications to dollar amounts and timing of the projects. New capital projects to this DC study were also added and prioritized amongst other projects. Annually funded projects have been extended out into the 10 year forecast window (2020-2029) accordingly.

The draft DC capital budget forecast over the next 10 years (2020-2029) totals approximately \$163M (in 2019 dollars) vs \$165M during the 2017 DC update. The growth related capital program details can be found in the City's updated DC Background Study. Staff have also assembled the growth related capital project sheet summaries in a consolidated file for review. Hardcopies are available upon request or via electronic format for download at www.waterloo.ca/developmentcharges.

As in previous DC updates, Staff have made public engagement a key element of the review process and meetings have been dedicated in the project timeline accordingly (both general public engagement & formal external industry working group meetings). The City's external industry working group is comprised of representatives with various technical/professional backgrounds from the Waterloo Region Homebuilders Association, the Waterloo Economic Development Advisory Committee, and the KW Chamber of Commerce.

Staff have reviewed the draft DC capital program with the City's external industry working group. The budget was well-received by the group, with only minor changes and suggestions provided for the finalized documents. Main areas of feedback surrounded benefit to existing (BTE) calculations and how staff arrived at these amounts. Staff have taken the feedback from the working group and revised impacted project sheets accordingly.

The working group is very pleased with the City's engagement process and appreciative of the City's ability to answer questions in a transparent and timely manner. Their feedback thus far has been that the consultation process is positive and informative.

Consideration of Area Rated Development Chares:

The DC Act requires consideration of the use of more than one Development Charge by-law to reflect different needs for services in different areas; i.e. the consideration of area rated DC's. There's no such process prescribed or procedure involved that Council must follow in order satisfy this requirement. As such, Staff have provided recommendation 3 of this report to satisfy this component of the DC Act.

Staff are recommending maintaining the continued use of a city wide rate for inclusion in the final Development Charge by-law. The main factors supporting this recommendation are as follows:

- Many services provided are not restricted to one specific area and are often used by all residents (e.g. roads, parks, recreation, library, fire, etc.)

- Collecting funds in one area and spending in another area may provide a perceived inequity as a result of the geographic separation.
- Area specific charges potentially cause equity issues transitioning from municipal-wide to area specific charges as well since prior DC's were collected city wide.
- A wider collection area (e.g. city wide) results in a larger pool of DC revenue that can be used to fund growth-related projects sooner or to minimize the need for debt financing. Likewise, with area rates, infrastructure that is to be funded from DC's may be delayed in areas where growth is not occurring.
- Area-specific DC's increase the administrative requirements for the City related to accounting and reporting purposes (e.g. one pooled service vs. many separate service areas) in addition to up front conversion of existing policies and tracking procedures to ensure DC collections are charged and kept in proper reserves.
- Generally, with fewer area-specific charges (i.e. city wide rates), a municipality is better able to:
 - Fund its infrastructure priorities from a larger pool of DC revenue,
 - Maintain flexibility and respond quicker to infrastructure needs, (e.g. advance growth-related infrastructure as a catalyst for economic development opportunities),
 - Be more strategic in its provision of services.

During the 2017 DC by-law update, Council directed Staff to investigate the merits of area rates. The scenario used was an uptown + station area grouping and a greenfield + rest of city grouping for water, wastewater, stormwater services. The results were that this scenario varied slightly between the city wide rate (i.e. +/- \$150 per unit on a DC for a single/semi detached, and +/- \$1.30 per sq. ft. on a DC for non-residential). Staff recommended maintaining a city wide rate for that DC by-law update with support from the City's external industry working group. Council ultimately approved maintaining the city wide DC rate. This was consistent with results seen in the 2012 DC study as well, where Council also maintained city wide DC rates.

The City's external industry working group is once again supportive of maintaining a city wide DC rate for this updated DC by-law because of the points noted above. As only two years has elapsed since the last area rating analysis was conducted, and results in 2017 were similar to 2012, the group is comfortable continuing with city wide DC's.

Population & Employment Forecast:

The population and employment growth forecasts being used in the City's DC Background Study are based on the Region's "moderate forecast" which, while still aligning with the Provincial targets, achieves the targets in a manner that is more aligned with recent growth rates. Simply put, the moderate forecast achieves the Growth Plan's 2031 population and employment targets but 10 years later in 2041. The Region has used the moderate forecast as part of their various master plans and most recently for their DC by-law update. Furthermore, the population and employment forecast used in the transportation model for the City's Transportation Master Plan

update is based on the Region's moderate growth scenario. It is thought to be the more prudent forecast to use for the DC Background Study update.

With the time horizon forecast period now extending to 2041 (vs 2031 in the last DC update), engineered (hard) services can forecast project costs out to that 2041 timeframe as permitted under the DC Act. General (soft) services are still bound by a 10 year forecast horizon to 2029.

The population forecast includes permanent residents in addition to accounting for the large off-campus student population residing in the City of Waterloo.

Details surrounding the population and employment forecast figures can be found in the City's updated DC Background Study.

Draft Development Charge Rates (city wide):

The draft DC rates have been shared with the City's external industry working group. Staff are continuing discussions with the group on the merits of the capital program, development forecast data, policy/administrative updates, and resultant rates. Based on the updated growth related capital program and updated growth forecast for the City, new DC rates would be as follows (currently in draft form and subject to change if parameters in the model are slightly modified prior to by-law approval):

Table 1: Updated Development Charge Rates - DRAFT

Service	Residential Charge By Unit Type (1)				
	Singles & Semis	Apartments			Multiples
		1 Bedroom or Less	2-3 Bedrooms	4-5 Bedrooms	
Library Services	\$908	\$325	\$574	\$759	\$597
Protective Services	\$496	\$178	\$314	\$415	\$326
Parks and Major Indoor Recreation Facilities	\$5,187	\$1,856	\$3,280	\$4,335	\$3,412
Cemeteries	\$0	\$0	\$0	\$0	\$0
Parking	\$1,177	\$421	\$744	\$984	\$774
Public Works and Fleet	\$842	\$301	\$532	\$704	\$554
Growth Studies	\$398	\$143	\$252	\$333	\$262
Subtotal General Services	\$9,008	\$3,224	\$5,696	\$7,530	\$5,925
Roads and Related Services	\$2,763	\$989	\$1,747	\$2,309	\$1,817
Water Supply and Wastewater	\$2,504	\$896	\$1,584	\$2,093	\$1,647
Stormwater Drainage and Control Services	\$1,226	\$439	\$775	\$1,025	\$806
Engineering Studies	\$279	\$100	\$177	\$234	\$184
Subtotal Engineered Services	\$6,772	\$2,424	\$4,283	\$5,661	\$4,454
TOTAL CHARGE PER UNIT	\$15,780	\$5,648	\$9,979	\$13,191	\$10,379

Service	Non-Residential Charge	
	Charge per Square Foot	Charge per Square Metre
Library Services	\$0.00	\$0.00
Protective Services	\$0.35	\$3.77
Parks and Major Indoor Recreation Facilities	\$0.00	\$0.00
Cemeteries	\$0.00	\$0.00
Parking	\$0.81	\$8.72
Public Works and Fleet	\$0.58	\$6.24
Growth Studies	\$0.28	\$3.01
Subtotal General Services	\$2.02	\$21.74
Roads and Related Services	\$1.92	\$20.67
Water Supply and Wastewater	\$1.71	\$18.41
Stormwater Drainage and Control Services	\$0.84	\$9.04
Engineering Studies	\$0.19	\$2.05
Subtotal Engineered Services	\$4.66	\$50.16
TOTAL CHARGE	\$6.68	\$71.90

Some of the driving forces around the slight overall reduction of DC rates are as follows, with a summary of these comparison figures found in Appendix A.

Residential Rates:

- The biggest General Service rate increases are in Library and Parks & Recreation services. Mainly driven from a combination of increased service levels since 2017 and a shift of costs (5%) away from the non-residential sector to the residential sector. The view here is that the need for these services is driven by residential development.
- The biggest General Service rate decreases are in the Parking and Public Works & Fleet services. Factors influencing the decreases include a more accurate valuation of parking facilities (which were overvalued in the previous study) which lowers the service level cap of available DC funding; and a (minor) reorganization of fleet assets between Public Works and Roads to better reflect these services.
- The other General Services of Fire, Cemeteries, and Growth-Related Studies are very similar to current rates. In the case of Cemeteries, there are sufficient DC reserve funds to fully fund all growth-related costs in this DC study.
- With the exception of the Water/Wastewater service, the shifts in the Engineered Service rates are relatively minor; a slightly higher rate for Roads and slightly lower rates for Stormwater and Engineering Studies. The significant drop in the Water/Wastewater rate is due to a smaller capital program in addition to some large projects having been either constructed or funded in recent years.

Non-Residential Rates:

- On the non-residential side it's a similar story, not much change to the General Services other than costs in Library and Parks & Rec being shifted entirely to the residential sector as noted above.

- For the Engineered Services, no major shifts other than in Water/Wastewater as noted above.

Other factors that drive shifts between services and between the residential and non-residential sectors include:

- minor changes to the development forecast,
- assumptions about the occupancy patterns of people per unit (PPU's) in new dwelling units which have been updated based on 2016 Census information,
- cashflow projections that take into account project timing in addition to any financing costs required.

Note, service categories will be rearranged and retitled for the final by-law schedules to better align with pending changes via Bill 108 and the introduction of a CBC by-law. Migration to a distinction between “Discounted” and “Non-Discounted” services will need to be made, with the Engineered Services plus Fire and Public Works & Fleet in the latter and everything else in the former. The Discounted schedule would then lapse when a CBC by-law is passed.

A comparison to local municipalities has been provided below for reference.

DC Comparison: Single/Semi Detached (2019 rates)

Municipality	Upper Tier	Lower Tier	Education	Total
Cambridge	\$28,056	\$21,472	\$2,601	\$52,129
Kitchener (suburban)	\$28,056	\$18,730	\$2,601	\$49,387
Waterloo (current)	\$28,056	\$15,881	\$2,601	\$46,538
<i>Waterloo (draft)</i>	<i>\$28,056</i>	<i>\$15,780</i>	<i>\$2,601</i>	<i>\$46,437</i>
Kitchener (central)	\$28,056	\$12,549	\$2,601	\$43,206
Guelph	-	\$35,098	\$2,484	\$37,582

DC Comparison: 1 Bedroom/Bachelor Apartment (2019 rates)

Municipality	Upper Tier	Lower Tier	Education	Total
Cambridge	\$15,278	\$10,749	\$2,601	\$28,628
Kitchener (suburban)	\$15,278	\$9,468	\$2,601	\$27,347
Kitchener (central)	\$15,278	\$6,342	\$2,601	\$24,221
Waterloo (current)	\$15,278	\$6,108	\$2,601	\$23,987
<i>Waterloo (draft)</i>	<i>\$15,278</i>	<i>\$5,648</i>	<i>\$2,601</i>	<i>\$23,527</i>
Guelph	-	\$13,924	\$2,484	\$16,408

DC Comparison: 2-3 Bedroom Apartment (2019 rates)

Municipality	Upper Tier	Lower Tier	Education	Total
Cambridge	\$15,278	\$10,749	\$2,601	\$28,628
Waterloo (current)	\$15,278	\$10,407	\$2,601	\$28,286
<i>Waterloo (draft)</i>	<i>\$15,278</i>	<i>\$9,979</i>	<i>\$2,601</i>	<i>\$27,858</i>
Kitchener (suburban)	\$15,278	\$9,468	\$2,601	\$27,347
Kitchener (central)	\$15,278	\$6,342	\$2,601	\$24,221
Guelph	-	\$19,478	\$2,484	\$21,962

DC Comparison: 4-5 Bedroom Apartment (2019 rates)

Municipality	Upper Tier	Lower Tier	Education	Total
Waterloo (current)	\$15,278	\$21,990	\$2,601	\$39,869
<i>Waterloo (draft)</i>	<i>\$15,278</i>	<i>\$13,191</i>	<i>\$2,601</i>	<i>\$31,070</i>
Cambridge	\$15,278	\$10,749	\$2,601	\$28,628
Kitchener (suburban)	\$15,278	\$9,468	\$2,601	\$27,347
Kitchener (central)	\$15,278	\$6,342	\$2,601	\$24,221
Guelph	-	\$19,478	\$2,484	\$21,962

DC Comparison: Townhomes/Row (2019 rates)

Municipality	Upper Tier	Lower Tier	Education	Total
Cambridge	\$20,967	\$15,097	\$2,601	\$38,665
Kitchener (suburban)	\$20,967	\$13,152	\$2,601	\$36,720
Waterloo (current)	\$20,967	\$11,482	\$2,601	\$35,050
<i>Waterloo (draft)</i>	<i>\$20,967</i>	<i>\$10,379</i>	<i>\$2,601</i>	<i>\$33,947</i>
Kitchener (central)	\$20,967	\$8,811	\$2,601	\$32,379
Guelph	-	\$25,860	\$2,484	\$28,344

DC Comparison: Non-Residential per Sq M (2019 rates)

Municipality	Upper Tier	Lower Tier	Education	Total
Waterloo (current)	\$172.98	\$76.49	\$18.62	\$268.09
<i>Waterloo (draft)</i>	<i>\$172.98</i>	<i>\$71.90</i>	<i>\$18.62</i>	<i>\$263.50</i>
Kitchener (suburban)	\$172.98	\$57.63	\$18.62	\$249.23
Cambridge	\$172.98	\$55.76	\$18.62	\$247.36
Kitchener (central)	\$172.98	\$20.78	\$18.62	\$212.38
Guelph	-	\$133.15	-	\$133.15

Current DC by-law terms (max. 5 year term):

Guelph	Mar. 2/2019 – Mar. 1/2024
Region of Waterloo	Aug. 1/2019 – Jul. 31/2024
Cambridge	Jul. 1/2019 – Jun. 30/2024
Kitchener	Jul. 1/2019 – Jun. 30/2024
Waterloo	Jan. 1/2018 – Dec. 31/2023

Policy Updates & Changes:

Staff are not proposing any significant changes to existing DC by-law policies, rather the goal is to align some of the more administrative portions of the by-law with that of the Region's DC by-law. This would provide better alignment along with ease of calculations for the development community and City staff.

The proposed policy changes to the updated DC by-law are as follows:

- Refined definitions for certain types of developments to better align with the Region DC by-law (e.g. back to back townhomes, stacked townhomes, home occupation & Live/work units, accessory buildings/amenity space, etc.)

- Treatment of DC's for secondary dwelling units in new construction, taking into account pending Bill 108 legislative changes. Currently secondary dwelling units in new construction are required to pay DC's but are not required to in existing single detached dwelling units.
- Redevelopment Credits timing to align with the Region's DC by-law – up to 5 years for residential and 10 years for non-residential / mixed use (currently 6 years for all types).
- Refunds timing to align with the Region's DC by-law – increased from 1 to 7 years from the issuance of the building permit if subsequently cancelled by the Chief Building Official (CBO).
- Annual indexing timing change from Jan. 1 annually to Dec. 1.

Staff recommend maintaining the following existing policy items to be part of the updated DC by-law:

- Discretionary Exemptions:
 - o Universities or Colleges except:
 - development beyond lands designated "Academic" in the Official Plan;
 - industrial/research uses on university or college lands where the industrial/research use is the main use; or
 - commercial uses
 - o Temporary use structures/trailers
 - o Temporary buildings without foundations for a period not exceeding 6 consecutive months (previously 12 months, propose changing to 6 months to align with the Region's DC by-law)
- Industrial expansion reset date of Aug. 1, 2014 (already aligns with the Region's DC by-law) as it relates to exemption of DC's for the enlargement of an existing industrial building up to a maximum of 50% of the existing gross floor area prior to the first enlargement

Council, during the 2017 DC by-law update, indicated their preference for incentives through DC grants to help bolster affordable housing development as well as promoting continued intensification and non-residential/commercial development. Staff reviewed the viability of adding additional discretionary exemptions to the DC by-law but recommended that any incentives for affordable housing and non-residential development be considered outside of the DC by-law, for example through a Community Improvement Plan (CIP).

By providing exemptions in the DC by-law, it limits Council's ability to review each application as well as potential funding shortfalls if uptake is greater than anticipated. By offering a DC grant through a CIP, Council has the opportunity to review applications if desired. Additionally, Council can commit a pre-determined funding budget to be used for the program, and once the funding is depleted, the program could either be extended or sunset based on Council's mandate.

For these reasons, staff are not recommending including any further discretionary exemptions in the updated DC by-law.

Migration Towards A Community Benefits Charge (CBC):

As noted above in the background section, and as communicated to Council in past reports, Bill 108 will have a significant change on how the City collects DC's for discounted (soft) services in addition to parkland dedication/cash in lieu and Section 37 provisions of the Planning Act for increased density applications.

The provincial government has been gathering data related to municipal revenues from parkland dedication, increased density applications, and DC discounted services. Staff anticipate that consultation on the CBC will continue this Fall as the province releases further information surrounding the draft prescribed calculation rate(s).

With Bill 108's proposed deadline date of Jan. 1, 2021 for migration to a CBC, the City will need to begin work in late 2019 on developing a framework for this transition. As the parameters and inputs surrounding a CBC are similar to that of the DC by-law update process, staff will look to procure the City's current DC by-law consultant, Hemson Consulting Ltd., under the single source provisions of the City's Purchasing by-law (2019-026).

Staff are currently in discussions with Hemson regarding potential scope of work, timing, and anticipated cost. If the anticipated cost is over \$100,000, clause 14.2.3.2 of the Purchasing by-law provides for single source procurements for additional deliveries by the original supplier of the service that were not included in the initial procurement, if a change of supplier for the additional services would cause significant inconvenience or substantial duplication of costs for the City. As overlap will occur with the current DC by-law update (both in timing and scope of work/deliverables), Staff feel that contracting Hemson through a single source procurement for the City's CBC update process would provide significant benefits, efficiencies, and time/cost savings. Single source procurement approvals would be obtained as per the Purchasing by-law.

Communications Plan:

Staff will forward a copy of this report to the Waterloo Economic Development Advisory Committee (WEDAC) to provide an update and review of draft DC rates and policy items.

Staff have also updated City website links to help disseminate information and provide timelines, contact information for questions, etc. for the general public. Additionally, and as required by the DC Act, notice in a general circulation newspaper is required informing the community of the Formal Public Meeting date. This will be done through the Waterloo Chronicle as is done with other City notice ads.

Timelines & Next Steps:

There are key dates to follow with respect to the DC Act in terms of notice periods and public documents. Staff have prepared the following timeline for Council's information that will provide the required notices and disclosure requirements.

- Oct. 17: DC Background Study Public Release & 60-day circulation period (must be at least 60 days before by-law passage, and 2 weeks prior to public meeting – both requirements to be met)
- Oct. 17 & 24: Public Meeting Notice provided in general circulation newspaper (Waterloo Chronicle)
- Oct. 21: DC Update Report to Council for information
- **Nov. 18: Formal Public Meeting** (*need at least 20 days notice in newspaper & study available at least 2 weeks prior – both requirements to be met*)
- Dec. 16: Passage of DC by-law by Council
- Dec. 31: Implementation of new DC by-law and new rates take effect (new DC rate brochure to be available)
- TBD: Notice of DC by-law approval and time for appeal (Clerk to post notice not later than 20 days after the day the by-law is passed – appeal period is up to 40 days after the day the by-law is passed)

Summary & Recommendations:

The DC Background Study and by-law update process is moving towards completion. Various internal departments have contributed a significant amount of information to date, allowing Hemson Consulting to prepare an updated Background Study document for Council's consideration.

Staff recommend that Council approve Recommendation 3 of this report to be used in finalizing the DC by-law document for Council's approval in December. Staff from the City and Hemson Consulting will be available to address questions or concerns in advance of the public meeting scheduled for Nov. 18, 2019.

APPENDIX A

Development Charge Rate Comparison

RESIDENTIAL DEVELOPMENT CHARGES (single/semi) - CURRENT VS. CALCULATED DEVELOPMENT CHARGES

Service	Current Residential Charge / SDU	Calculated Residential Charge / SDU	Difference in Charge	
Library Services	\$584	\$908	\$324	55%
Protective Services	\$521	\$496	(\$25)	-5%
Parks and Major Indoor Recreation Facilities	\$4,015	\$5,187	\$1,172	29%
Cemeteries	\$17	\$0	(\$17)	-100%
Parking	\$1,583	\$1,177	(\$406)	-26%
Public Works and Fleet	\$984	\$842	(\$142)	-14%
Growth Studies	\$405	\$398	(\$7)	-2%
Subtotal General Services	\$8,109	\$9,008	\$899	11%
Roads and Related Services	\$2,268	\$2,763	\$495	22%
Water Supply and Wastewater	\$3,806	\$2,504	(\$1,302)	-34%
Stormwater Drainage and Control Services	\$1,276	\$1,226	(\$50)	-4%
Engineering Studies	\$422	\$279	(\$143)	-34%
Subtotal Engineered Services	\$7,772	\$6,772	(\$1,000)	-13%
TOTAL CHARGE PER UNIT	\$15,881	\$15,780	(\$101)	-1%

NON-RESIDENTIAL DEVELOPMENT CHARGES - CURRENT VS. CALCULATED DEVELOPMENT CHARGES

Service	Non-Residential (\$/Square Metre)			
	Current Non-Residential Charge	Calculated Non-Residential Charge	Difference in Charge	
Library Services	\$0.44	\$0.00	(\$0.44)	-100%
Protective Services	\$3.53	\$3.77	\$0.24	7%
Parks and Major Indoor Recreation Facilities	\$3.06	\$0.00	(\$3.06)	-100%
Cemeteries	\$0.00	\$0.00	\$0.00	0%
Parking	\$10.32	\$8.72	(\$1.60)	-16%
Public Works and Fleet	\$3.30	\$6.24	\$2.94	89%
Growth Studies	\$2.64	\$3.01	\$0.37	14%
Subtotal General Services	\$23.29	\$21.74	(\$1.55)	-7%
Roads and Related Services	\$15.91	\$20.67	\$4.76	30%
Water Supply and Wastewater	\$25.78	\$18.41	(\$7.37)	-29%
Stormwater Drainage and Control Services	\$8.65	\$9.04	\$0.39	5%
Engineering Studies	\$2.86	\$2.05	(\$0.81)	n/a
Subtotal Engineered Services	\$53.20	\$50.16	(\$3.04)	-6%
TOTAL CHARGE PER SQUARE METRE	\$76.49	\$71.90	(\$4.59)	-6%



STAFF REPORT
Facility Design & Management Services

Title: WMRC Expansion – Release of Funds and Project Update
Report Number: COM2019-033
Author: Kevin Van Ooteghem & Kim Reger
Meeting Type: Finance & Strategic Planning Committee Meeting
Council/Committee Date: October 21, 2019
File: None
Attachments: Appendix A – Drawings and Renderings
Appendix B – Energy Model Results
Ward No.: 7

Recommendations:

1. That Council approve report COM2019-033.
2. That capital funding for the Waterloo Memorial Recreation Complex Expansion project in the amount of \$24,540,000, funded \$11,592,000 from Development Charges, \$1,367,000 from the Capital Infrastructure Renewal and Replacement Fund, \$4,897,000 from Gas Tax Reserve, \$2,784,000 in debt proceeds, and \$3,900,000 from developer proceeds, be released, as per the Approved 2019 Capital Budget (Ref#341,342).
3. That Council approve the required Public Art Contribution as per Policy A-018, in the amount of \$242,538, and that it be directed to fund the Public Art component of the Waterloo Memorial Recreation Complex Expansion project.
4. That Council approve the transfer of \$1,000,000 from the 2019 Approved Capital Budget, Ref#293 – Routine Roofing Replacement Project (Project #190020), to the Waterloo Memorial Recreation Complex Expansion Project (Project #180011), to consolidate funding for this work as previously approved in report COM2019-014.

A. Executive Summary

Since August, 2018, the City has been working with Parkin Architects Ltd. on the design of the Waterloo Memorial Recreation Complex (WMRC) Expansion, including the new Community Pavilion addition.

Over the last 15 months, the team has advanced the project from Schematic Design to Construction Documents. In addition to the main expansion scope of work, the team has also advanced a significant retrofit scope of work for the existing WMRC.

From the early planning stages, to the final construction documents, the design work has been guided by the principles of: energy and greenhouse gas (GHG) reduction, inclusive design (including enhanced accessibility), and multi-generational design.

The overall project scope is significant and involves work both inside and outside of the existing facility, including:

- New Community Pavilion
- Civic Front Addition to the Existing WMRC Facility
- Fitness Core
- Aquatic Changeroom Renovations
- Food Service Upgrades
- Other Retrofit Work for the Existing WMRC Facility
- Site Works

In accordance with the City's Green Building Policy for City-Owned Buildings, the WMRC Expansion project was tasked with meeting a 25% energy and GHG efficiency improvement beyond current building Code. Based on detailed energy modelling that was completed during the design work, the new Community Pavilion and Civic Front Addition are expected to exceed the City's stated target. Overall, the project is achieving a 44% energy efficiency improvement and 46% GHG efficiency improvement beyond Code.

In September, 2019, the City completed a pre-qualification process for the prospective General Contractors, Mechanical Sub-Contractors, and Electrical Sub-Contractors. Only the list of contractors who were pre-qualified through this process will be eligible to submit a proposal for the construction work.

A Request for Tender (RFT) will be issued in October, 2019. This will allow construction work to start in January, 2020. Occupancy of the Community Pavilion is anticipated by June, 2021, with total completion of construction work anticipated for the Summer/Fall of 2022.

B. Financial Implications

To date, \$5,610,796 of funding has already been released for the project. Staff are requesting Council's approval to release the remaining \$24,540,000 of funding, to allow the RFT to be awarded and for construction work to begin.

The City would also like to acknowledge the generous donation to this project from Ronald and Shirley Levene and their sons in memory of Ronald's father, the late Martin Levene.

Staff are also seeking Council's approval to transfer \$1,000,000 (part of the \$5.6 million already released) from the 2019 Approved Capital Budget, Ref#293 – Routine Roofing Replacement Project (Project #190020), to the Waterloo Memorial Recreation Complex Expansion Project (Project #180011), to consolidate funding for this work as previously approved in report COM2019-014.

Based on a Class 'A' construction cost estimate, the total project cost (including construction costs, design costs, other soft costs, fees, allowances, City overhead, taxes, etc.) is estimated to be \$30,150,796. If any funding is left over when the project is complete, it will be returned to reserves via established year-end close procedures.

In the upcoming 2020-2022 Capital Budget Cycle, there are two other large capital projects that are currently planned for the WMRC facility. These projects include the design and construction of a roof-top solar PV-array and rehabilitation of the existing moveable pool floor. The cost of this work is not included in the Class 'A' estimate noted above. The PV-array has a total project budget of \$215,000, to be funded from the proposed Green Building Policy Implementation project (non-routine project). The moveable pool floor rehabilitation has a total project budget of \$820,000, to be funded from the proposed Large Scale Capital Repairs project (routine project). This work may be added to the General Contractor's scope of work for the WMRC Expansion project. Alternatively, it may also be completed as a separate project. Funding for the moveable pool floor design work was released in 2019 (COM2019-014). Funding for the PV-array design work will be released as part of the early 2020 capital approvals on November 18th, 2019. Since this is a non-routine project, a staff report to release the funds will be brought forward on December 16th, 2019. The design work for both projects will be completed in 2019, with construction following thereafter.

C. Technology Implications

During the design phase of work, technology was leveraged in some unique ways. In particular, Parkin Architects developed a 3D printed model of the building, as well as an immersive Virtual Reality experience (including headset), to allow staff and members of the public to experience the proposed design.

As part of construction, technology will be incorporated into the design, including such things as: Audio/Visual equipment in the Fitness Core, possible installation of a roof-top PV array on the Community Pavilion and Civic Front, upgraded building control systems to improve the performance of mechanical/electrical systems, and more.

D. Link to Strategic Plan

(Strategic Objectives: Equity, Inclusion and a Sense of Belonging; Sustainability and the Environment; Safe, Sustainable Transportation; Healthy Community & Resilient Neighbourhoods; Infrastructure Renewal; Economic Growth & Development)

(Guiding Principles: Equity and Inclusion; Sustainability; Fiscal Responsibility; Healthy and Safe Workplace; Effective Engagement; Personal Leadership; Service Excellence)

The WMRC Expansion project has links to several areas of the City's strategic plan, including:

- *"Equity, Inclusion, and a Sense of Belonging"* – Inclusive Aquatic Changeroom Renovations, Inclusive Washrooms, Universal Washrooms, Multi-Generational Design.
- *"Sustainability and the Environment"* – The Community Pavilion and Civic Front additions are modelled to achieve a 44% energy efficiency improvement and 46% greenhouse gas efficiency improvement beyond Code.
- *"Healthy Community & Resilient Neighbourhoods"* – The WMRC Expansion project will enhance the delivery of community and recreation services to the public.
- *"Infrastructure Renewal"* – A major component of this project is a significant retrofit of existing systems at the WMRC facility, in alignment with the City's Asset Management Plan.

E. Previous Reports on this Topic

- COM2016-017 – Waterloo Memorial Recreation Centres and Older Adult Centres Facility Integration and Development Study
- COM2017-013 – Waterloo Memorial Recreation Centre and Older Adult Centres Facility Integration and Development Study Phase 1: Needs Assessment
- COM2017-026 – Waterloo Memorial Recreation Centre and Older Adult Centres Facility Integration and Development Study Phase 2: Feasibility Study – Update on Conceptual Drawings and Upcoming Public Engagement
- COM2017-030 – Waterloo Memorial Recreation Centre and Older Adult Centres Facility Integration and Development Study Phase 2: Feasibility Study – Final Report
- CORP2018-032 – WMRC Expansion – Release of Funds
- CORP2018-060 – Award of RFP18-07 – Consulting Services for the Waterloo Memorial Recreation Complex Expansion
- COM2019-014 – Waterloo Memorial Recreation Complex – Alignment of Planned Retrofit Work with Facility Expansion

F. Approvals

Name	Signature	Date
Author: Kevin Van Ooteghem		
Director: Sunda Siva		
Commissioner: Mark Dykstra		
Finance: Keshwer Patel		
		CAO



WMRC Expansion – Release of Funds and Project Update COM2019-033

1.0 Background

Since August, 2018, the City has been working with Parkin Architects Ltd. (Parkin) on the design of the Waterloo Memorial Recreation Complex (WMRC) Expansion, including the new Community Pavilion addition.

Over the last 15 months, the team has advanced the project from Schematic Design to Construction Documents. This included three major cost estimating milestones, to verify that the proposed design was on budget.

In addition to the main expansion scope of work, the team has also advanced a significant retrofit scope of work for the existing WMRC (COM2019-014). By aligning the retrofit work with the planned expansion of the facility, substantial cost-synergies and reduced operational impacts are expected.

The expansion and retrofit of the WMRC will be a significant transformation of the facility and will enhance the delivery of community and recreation services to the public.

2.0 Overview of Key Design Elements

Throughout the project, the design and planning work has mirrored an Integrated Design Process. The project team has consisted of a multi-discipline and collaborative group of stakeholders who have worked towards a shared vision for the project.

From the early planning stages, to the final construction documents, the design work has been guided by the principles of: energy and greenhouse gas reduction, inclusive design (including enhanced accessibility), and multi-generational design.

The overall project scope is significant and includes work both inside and outside of the existing facility, including: new construction, building addition, repurposing and/or reconfiguration of existing space, other major retrofit work, and site works. Refer to Appendix A for drawings and renderings of the major components.

New Construction

A major element of the project is construction of a new two-storey Community Pavilion on the west-side of the property. The Community Pavilion will be the new home for the City's Older Adult Recreation Program (currently offered at the Adult Recreation Centre and

WING 404 RCAFA Rotary Adult Centre), as well as provide additional community/recreation space for the public.

The Community Pavilion is approximately 28,000 sq. ft. in size and will be connected to the existing WMRC facility with an elevated pedestrian bridge.

Building Addition

A major addition will be added on the east-side of the existing WMRC facility. The Civic Front addition is approximately 16,000 sq.ft. in size and contains a large multi-purpose gymnasium, complete with associated change rooms, inclusive washrooms, offices, storage rooms, a café, an outdoor patio area, and more.

Repurposing and Reconfiguration of Existing Spaces

Several areas on the interior of the WMRC will be repurposed or reconfigured to better align with the planned programming at this facility.

Aquatic Changerooms: A major transformation at the facility will be the reconfiguration of the existing Aquatic Changerooms; in particular, the construction of a larger and more functional Inclusive Changeroom. In addition, the Men's and Women's Changerooms will also be renovated. A driving force behind this work was a need to increase the accessibility, inclusiveness, and security of the Aquatic Changerooms.

Space Planning: As a result of the Aquatic Changeroom work, there was a need to relocate some of the Aquatic Programming Team. Existing space within the WMRC will be renovated and converted into a new Aquatic Office space. The renovated space will have views out onto the pool deck, which will enhance the safety of pool patrons.

Fitness Core (i.e. Repurposing of the Existing Hauser Haus Banquet Hall): The existing Hauser Haus Banquet Hall will be gutted and repurposed into a new 10,000 sq.ft. Fitness Core. This space will have a dedicated walking track, two large fitness studios, several casual seating areas, and will have views into the ice arena and pool. The Fitness Core will be connected to the second level of the Community Pavilion via. a pedestrian bridge.

Food Services: The large commercial kitchen in the existing WMRC will be decommissioned as part of the Fitness Core work. Instead, the food services model at the facility will move away from a large event focus, to a more flexible model to support the day-to-day needs of the facility. This approach is keeping with the overall vision of the project, which is to move away from a "big-event" focused facility to a more "community-centre" approach. To align with this vision, a new café will be constructed as part of the Civic Front Addition. Also, two of the four existing concessions in the ice arena bowl will have their amenities upgraded, to allow food services to support larger events that would otherwise have been supported by the large commercial kitchen.

Main Lobby of the Existing WMRC: In order to blend the new Civic Front addition into the existing facility, a partial refresh of the main WMRC lobby is planned. The scope of this work has been adjusted to suit the available budget; however, some targeted upgrades are planned, including new informal seating areas.

Existing Building Retrofit Work

In keeping with the City's Asset Management Plan, a significant scope of retrofit work has been planned for the existing WMRC facility. The existing WMRC facility is 25 years old and many of the original building components are reaching the end of their useful life and require replacement or major rehabilitation. The retrofit scope of work generally includes:

- Partial rehabilitation of the existing Aquatic Centre.
- Partial main lobby refresh (including updates to the main customer service desk).
- Replacement of the existing "Barrel Roof" over the WMRC arena.
- Existing mechanical and electrical upgrades (HVAC upgrades, partial replacement of water distribution systems, building control upgrades, etc.).
- Security upgrades.

Site Works

The expansion work will necessitate modifications to the existing site. In particular, portions of the parking lot will be modified, including selected drive aisles. Some existing site services will be re-routed and new site services will be installed for the expanded building. New landscaping will be planted and new hardscaping elements (ex. outdoor patio) will be constructed. Also, several key enhancements and modifications of the site are planned to address safe pedestrian flow and enhanced accessibility, including: dedicated pedestrian paths through the site, accessible vehicle lay-bys, accessible parking spaces, enhanced site lighting, and updated wayfinding signage. In addition, Electric Vehicle (EV) – "Ready" parking spaces are also planned.

3.0 Energy and Greenhouse Gas Emissions

When this project was originally budgeted, the City's stated goal was to design and certify new buildings to LEED Silver Standards. As such, this was the approach taken during the initial Feasibility Study work in 2017.

In 2018, Council approved a new Green Building Policy for City-Owned Buildings which significantly increased the energy and greenhouse gas reduction targets, among other requirements. At that time, City staff committed to looking for ways to adopt the principles of the new Green Building Policy during the design work for the WMRC Expansion project where feasible, since the project was already underway. This was a significant challenge for the project team, given that the design and budget for the WMRC Expansion project was already quite developed.

Through the Design Development phase of work, the project team embraced the challenge and continually looked for opportunities to align the design work with the City's Green Building Policy objectives. In particular, the City's Green Building Policy requires that all new buildings and major additions to existing buildings achieve a minimum 25% energy and greenhouse gas efficiency improvement beyond the Ontario Building Code, SB-10 Division 3 (2017).

RDH Building Science Inc. was retained by the City of Waterloo to complete detailed Energy Modelling during the Design Development and Construction Document phases of work. The goal of this work was to guide key design decisions and to independently evaluate how the proposed design was predicted to perform relative to the 25% energy and greenhouse gas target.

Based on the analysis by RDH Building Science Inc., the new Community Pavilion and Civic Front Addition are expected to exceed the City's stated target of a 25% improvement beyond Code. Overall, the project is achieving a 44% energy efficiency improvement and 46% greenhouse gas efficiency improvement beyond Code (refer to Appendix B).

In addition to the focus on energy and greenhouse gas reductions, the design team has also incorporated other key aspects of the City's Green Building Policy, including some highlights such as:

- Solar Readiness (i.e. "PV-Ready") for the Community Pavilion and Civic Front.
- Collaboration with a Building Commissioning Professional during design and construction.
- Resiliency Planning (ex. flood mitigation design approaches in the Community Pavilion and Civic Front).
- Designed durable and thermally efficiency building envelopes.
- Provided high-performance and appropriately sized windows.
- Provided efficient mechanical and electrical systems.
- Pursued Incentives, Grants, and Rebates for the project.

Other key initiatives that were completed by the WMRC design team include:

- A technical site tour of "evol1" (the first building to earn the Zero Carbon Building Design Certification by the Canada Green Building Council), located in the David Johnston Research + Technology Park at the University of Waterloo.
- Two solar PV studies for the WMRC Expansion Project, completed in partnership with industry experts.
- Completed the Union Gas Commercial Savings by Design Workshop.

As part of the ongoing design work, the project team is also in the preliminary planning stages of implementing a roof-top PV array on the Community Pavilion and Civic Front. This would enhance the current "PV-Ready" approach, by actually installing an approximately 75kW DC PV system as part of the initial construction work. If

implemented, this would further advance the City's Green Building initiatives for the project, beyond the numbers stated in this report.

4.0 Inclusiveness and Accessibility

An overarching goal of the design work has been to increase the inclusiveness and overall accessibility of the facility. These guiding principles have been incorporated into the retrofit work for the existing facility, as well as into the design of new spaces. Several key design features are highlighted below.

Inclusive Washrooms: The Civic Front Addition has been designed with Inclusive Washrooms. This will enhance the inclusiveness of the existing facility, since the WMRC does not currently have adequate Inclusive Amenities. The Community Pavilion has also adopted the principles of Inclusive design in the layout of the Washrooms; however, the design is flexible in the sense that the Washrooms could also function as traditional Men's and Women's Washrooms by simply changing the signage.

Universal Washrooms: Several new and renovated Universal Washrooms are planned throughout the facility. These spaces will be equipped to meet (or exceed) current AODA requirements and greatly improve the overall accessibility and inclusiveness of the facility.

Inclusive Aquatic Changeroom: A major transformation of the existing facility will be the construction of a large Inclusive Aquatic Changeroom. In the past, this space may have been referred to as a "Family Changeroom"; however, the proposed design is a significant improvement beyond this. The goal of this space is to be welcoming and inclusive to all, while still maintaining a high level of security for patrons.

Removal of Barriers: Improving the overall accessibility of the facility is a major goal of this project. This guiding principle has been applied throughout the project and has resulted in design elements such as: wider hallways and lobby spaces for improved mobility, inclusive furniture layouts (including moveable/non-fixed furniture), strategically located grab bars, mobility scooter charging stations, smooth floor transitions, improved lighting and contrast between surfaces for the visually impaired, improved site accessibility (including safe pedestrian paths and vehicle lay-bys), AODA compliant service desk configurations, hardware selections/washroom fixture layouts with accessibility in mind, removal of doors where possible, and more.

5.0 Stakeholder Engagement and Consultation

From the early stages of design, through to detailed Construction Documents, the project team has actively engaged with a number of key stakeholders, including:

- Grand River Accessibility Advisory Committee (GRAAC)
- Grand River Conservation Authority (GRCA)
- Grand River Transit (GRT)
- Older Adult Programing Team (ARC and WING 404)

- WMRC Operational Staff, Programming Teams, and Food Services
- City of Waterloo Site Plan Committee, Building Department, and Fire Services
- City of Waterloo Public Art Staff
- City of Waterloo Active Transportation Group
- City of Waterloo Sustainable Advisory Committee (SAC)
- The Region of Waterloo
- Waterloo North Hyrdo (WNH)
- Union Gas Ltd.

In addition, two formal Public Open Houses were conducted during the course of design, including most recently in January, 2019. These events provided the public with an opportunity to view the proposed designs and to offer their comments. Several key organizations were also specifically invited to these events (ex. KidsAbility, Luther Village, Local Health Integration Network, LGBTQ Community via the City's Community Outreach Coordinator, Uptown Vision Committee, Age Friendly Committee, and more).

6.0 Public Transit and Active Transportation

Access to parking, public transit, and active transportation routes (walking and biking) have been of public interest throughout the project.

In particular, public desire for a bus stop on Father David Bauer Drive has been noted several times. The City has consulted with GRT about this; however, there are no current plans for this to be implemented. There is a bus stop on Erb Street West, with pedestrian connections to the WMRC down Avondale Ave. and Roslin St. The walking distance from these bus stops to the front and back entrances of the WMRC are between 350-400m, which fall within the GRT standard of a maximum 450m walking distance.

Funded by GRT, a number of pedestrian and transit user access improvements between Erb Street and the WMRC have occurred, including the replacement of portions of the sidewalks (Avondale Ave. and Roslin St.), as well as the installation of benches at the two Erb Street stops.

For WMRC patrons with mobility challenges, it is important to note that GRT Mobility Plus services, as well as the City's volunteer transportation service for seniors are available. Both services provide door-to-door service.

A parking study was undertaken by JD Northcote Engineering, to determine the anticipated demand for parking at the expanded WMRC. This analysis determined that 432 parking spaces would be required to handle typical peak parking demands at the WMRC site, once the expansion work is completed. Parking numbers were further analyzed during the Site Plan Application process. Currently, the WMRC has a total of 573 parking spaces (including 8 accessible parking spaces). Once construction is completed, the revised parking count at the WMRC will be 478 (including a total of 16 accessible spaces and 22 EV-Ready spaces). In addition, there are approximately 34 nearby on-street parking spaces along Father David Bauer Drive, 157 parking spaces in

nearby lots (Bauer Lot and Train Station Lot), and capacity to add an additional 116 parking spaces through future development of the WMRC lot. A parking strategy may also be considered in order to ensure sufficient parking access for WMRC customers on a day-to-day basis. Staff are currently aware that the existing WMRC parking lot is being used by people who are visiting surrounding sites (i.e. not using the WMRC facility).

Active Transportation has been a particular focus for the project team. Enhanced pedestrian connections to the WMRC have been created from all corners of the site. This includes dedicated walking paths, as well as extra site lighting for safety. In addition, 60 new bike parking spots are proposed, in addition to the 40 spots that are already existing. The new bike parking will be phased in (depending on the need) and will consist of a combination of open and covered parking.

7.0 Approvals to Date

The Site Plan Application for the WMRC project has undergone the City's Site Plan Review Process. The Site Plan Committee is in support of the application, pending Council's final approval to proceed with the project.

Given that the WMRC site falls within the GRCA Special Policy Area, a GRCA Permit is required for development. The Permit application was submitted for the WMRC project and has been approved by the GRCA.

A Building Permit is also required for the project. A Building Permit application has been submitted to the City's Building Department and is currently being reviewed.

8.0 Cost Estimates

During the detailed design work, Parkin Architects worked with Hanscomb Ltd. (Construction Cost Estimators) to complete Class 'C', 'B', and 'A' Construction Cost Estimates. This work included several rounds of Value Engineering, to ensure that the proposed design work was aligned with the project budget at each stage.

9.0 Pre-Qualification of Major Contractors

In September, 2019, the City completed a pre-qualification process for the prospective General Contractors, Mechanical Sub-Contractors, and Electrical Sub-Contractors. Only the list of contractors who were pre-qualified through this process will be eligible to submit a proposal for the construction work. In total, six General Contractors, four Mechanical Sub-Contractors, and four Electrical Sub-Contractors were pre-qualified.

10.0 Public Art

City Public Art Staff have been consulted throughout the design process and have been engaged with Parkin Architects to discuss possible options for the Public Art component of the project.

In the coming months, a Request for Proposal will be issued by the City, seeking proposals from interested artists.

As per City policy, the contribution for Public Art will represent one percent of the City's contribution to the total budgeted non-land costs of applicable capital projects over one million dollars, to a maximum of \$300,000. Project funding obtained through grants or donations is not considered part of the City's contribution, although the City portion of funding is applicable.

The total contribution to Public Art will be \$242,538.

11.0 Project Schedule

The next major milestone for this project will be to issue the Request for Tender (RFT) to start construction. Other key milestones are noted in Table 1 below.

Table 1: Key Project Milestones

Project Phase	Milestone	Completion Date
Procurement of Construction Services	Issue RFT for Construction	October, 2019
	Official Award of RFT for Construction (i.e. Council Approval)	December, 2019
Construction	Construction Start	January, 2020
	Occupancy of Civic Front	February, 2021 (anticipated)
	Occupancy of Community Pavilion	June, 2021 (anticipated)
	Total Completion of Construction	Summer/Fall, 2022 (anticipated)

This project will involve multiple phases of construction, in order to facilitate existing operations and to maintain critical areas of leasable space at the WMRC. This process will include sequencing space readiness for occupancy, as well as a temporary closure of the Aquatics Centre for a period of time while the Aquatic Changeroom renovations are taking place. Specific details of the closures will be determined through the RFT process and with the successful General Contractor. Staff intend to notify the public in advance of the planned closures and a communication plan will be developed in the coming months.

12.0 Financial

Tables 2 and 3 below outline the funding amount and funding source for the WMRC Expansion project. The total funding for the project is \$30,150,796.

Based on a Class 'A' construction cost estimate, the total project cost (including construction costs, design costs, other soft costs, fees, allowances, City overhead, taxes, etc.) is estimated to be \$30,150,796.

Any funding that is in excess of the tender price will be kept as contingency for the project. If any surplus funds are available after project completion, they will be returned to City reserves via the established year-end capital project review processes.

Table 2: Funding Approvals to Date and Incurred / Estimated Costs

Description	Report Number	Approval Date	\$ Amount
Funding:			
Release of funding for design and planning work	CORP2018-032	May 14, 2018	\$ 2,162,000
Alignment of planned retrofit work with WMRC expansion	COM2019-014	April 15, 2019	\$ 3,448,796
Unreleased Funding			\$24,540,000
Total Funding			\$30,150,796
Expenditures:			
Life to date expenses			\$ 921,412
Expenses to be incurred			\$29,229,384
Total Expenditures			\$30,150,796
Total			\$ (0)

Table 3: Funding Sources

Funding Source	Funding	Already Released/Project Transfers	Total	% of total
DC	\$11,592,000	\$ 2,132,129	\$13,724,129	45.5%
CRF	\$ 1,367,000	\$ 362,129	\$ 1,729,129	5.7%
CIRRF	\$ -	\$ 2,116,539	\$ 2,116,539	7.0%
Gas Tax	\$ 4,897,000	\$ 1,000,000	\$ 5,897,000	19.6%
Debt	\$ 2,784,000	\$ -	\$ 2,784,000	9.2%
Developer Proceeds	\$ 3,900,000	\$ -	\$ 3,900,000	12.9%
Total	\$24,540,000	\$ 5,610,796	\$30,150,796	100%

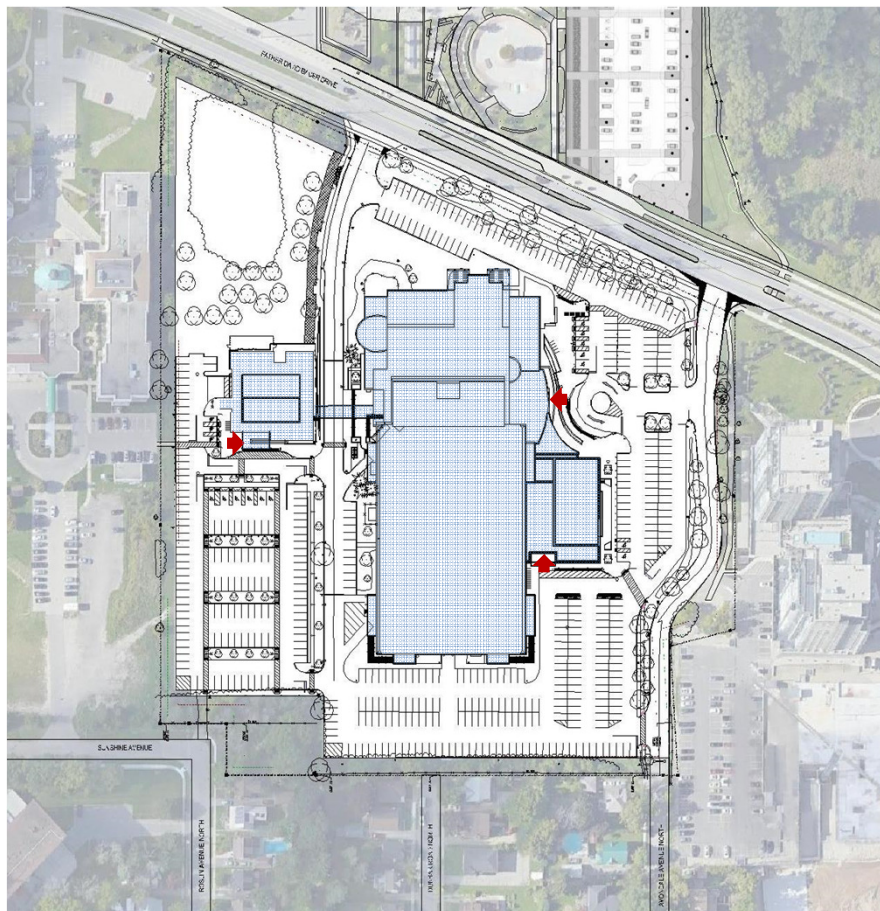
It is estimated that the City will need approximately three years to ramp up operations to achieve full operating capacity. A budget request has been included in the 2020-2022 Operating Budget to offset the short-term pressure.

Operational considerations are being combined with an overall programming review that will conclude in late 2020 / early 2021, at which point staff will report back to Council on budget related matters. Staff have committed to delivering the new project with no long-term operating budget impact, leveraging existing financial resources and ensuring program fees offset any required future staff or contracted resources. It is anticipated that while there will be no long-term financial impact, additional FTE's will be required as part of the new model to be funded from incremental revenues as submitted in the 2020-2022 budget.

Appendix A – Drawings and Renderings

The City of Waterloo is committed to providing accessible formats and communication supports for persons with disabilities. If another format would work better for you, please contact Facility Design & Management at 519-886-2310 ext. 30225 or TTY at 1-866-786-3941.

SITE



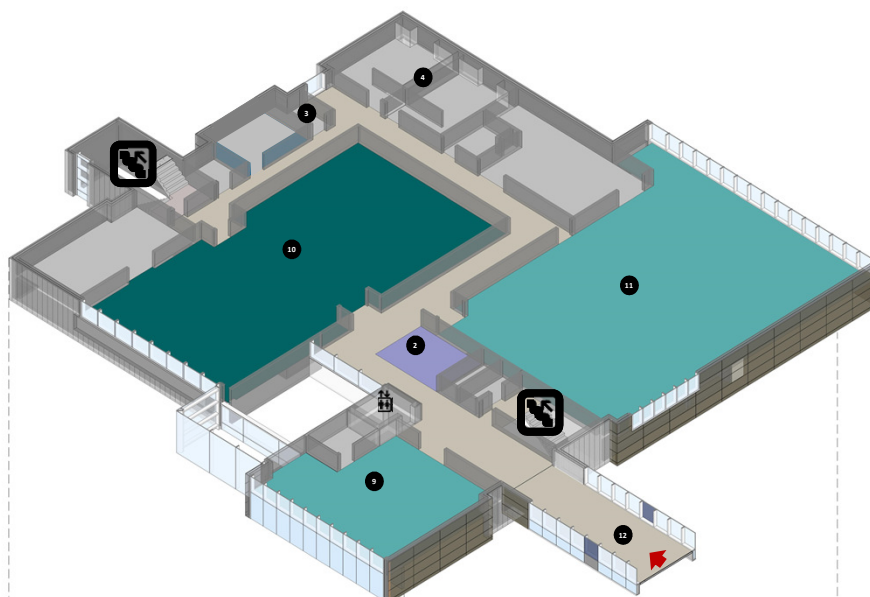
LEGEND

-  Access
-  Buildings

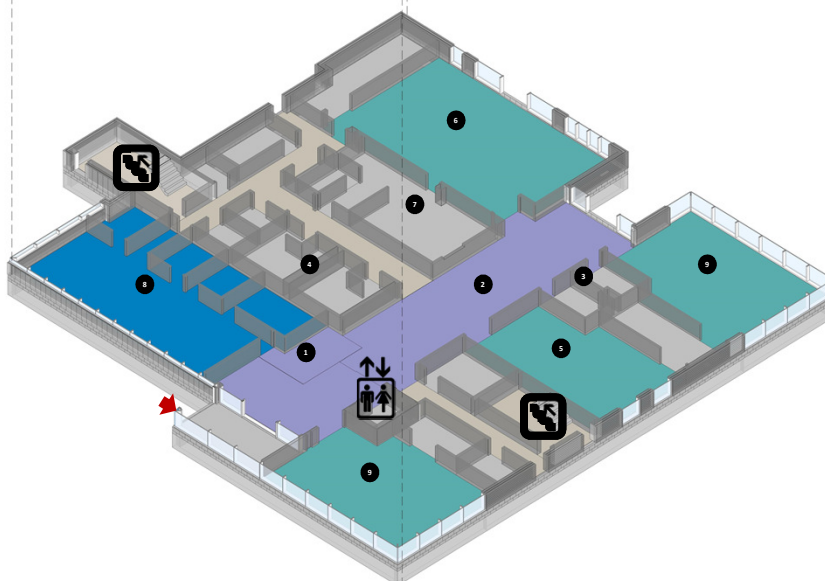
COMMUNITY PAVILION

Overall Level One and Level Two Layouts

Level Two



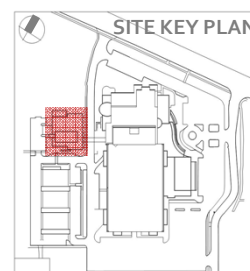
Level One



LEGEND

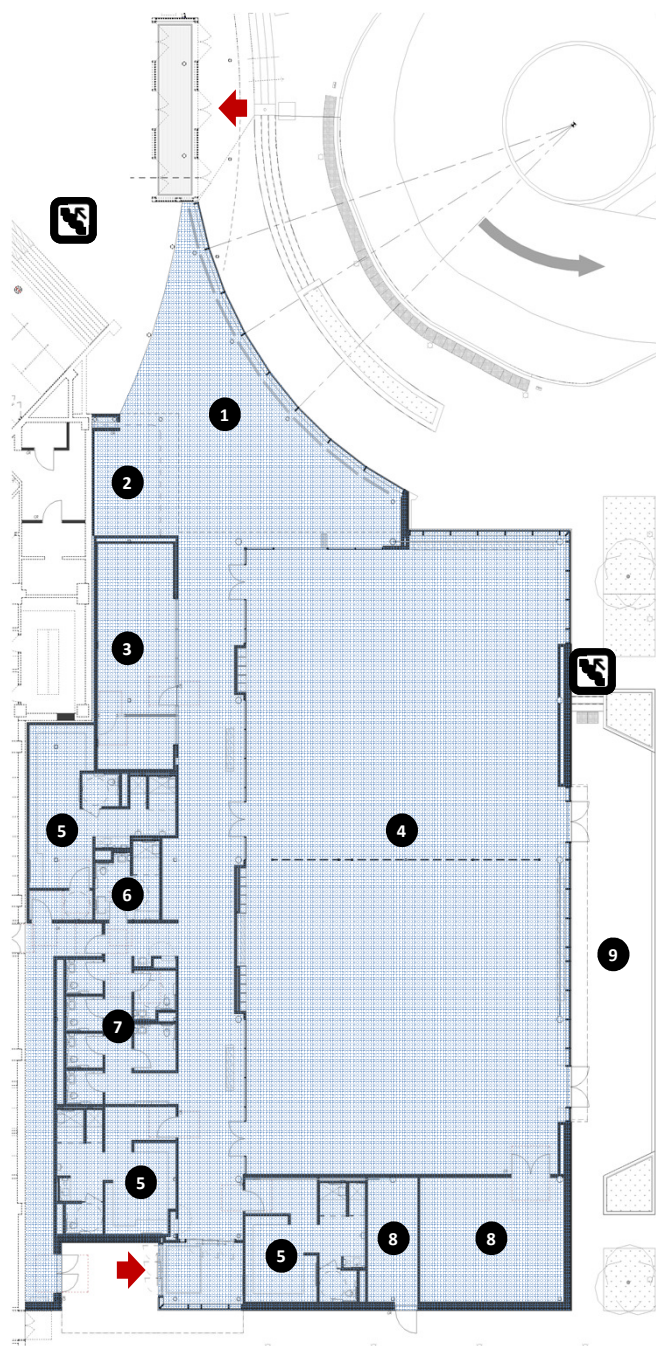
- Main Entry
- Stairs
- Elevator
- Circulation
- Reception
- Lounge

- Universal Washroom
- Washrooms
- Games / Computer Room
- Meeting Hall
- Offices
- Program Room
- Fitness Studio
- Community Room
- Bridge to WMRC



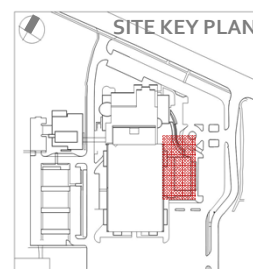
CIVIC FRONT

Proposed Scheme



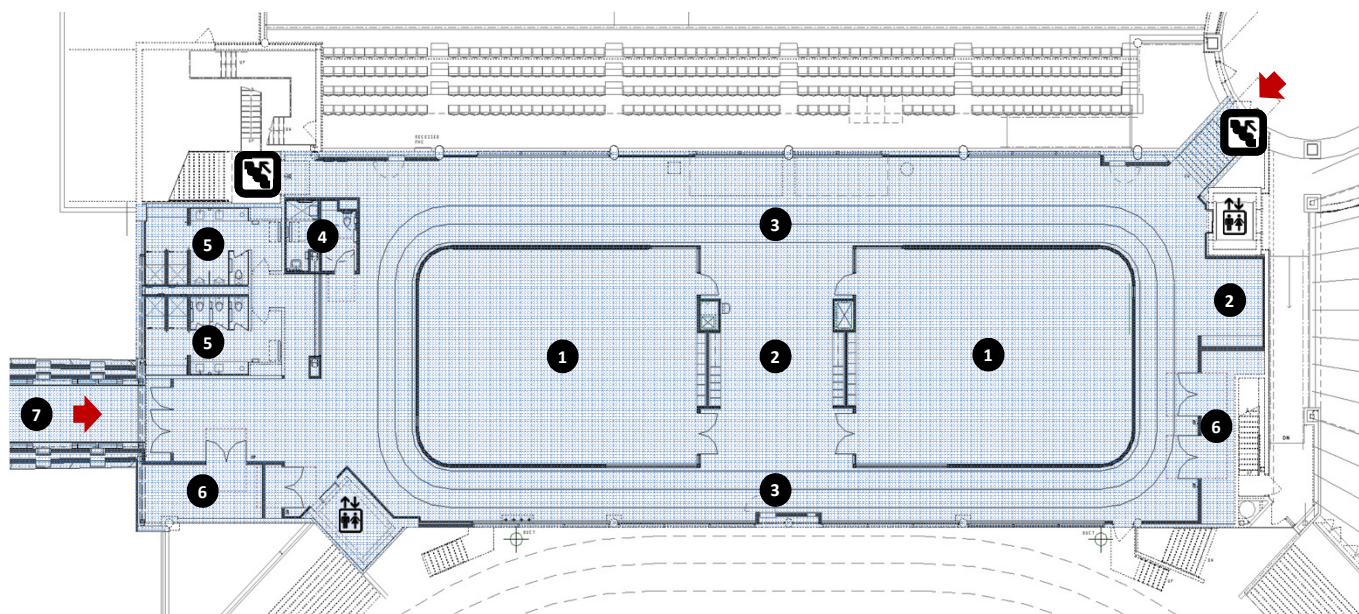
LEGEND

	Access		Lobby		Universal Washroom
	Stairs		Concession		Washrooms
	Elevator		Offices		Storage
	Extent of Work		Activity Court		Patio
			Change Rooms		










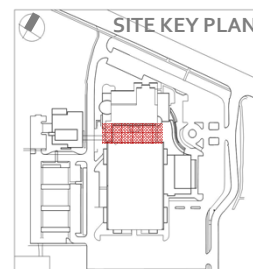
FITNESS CORE

Proposed Scheme



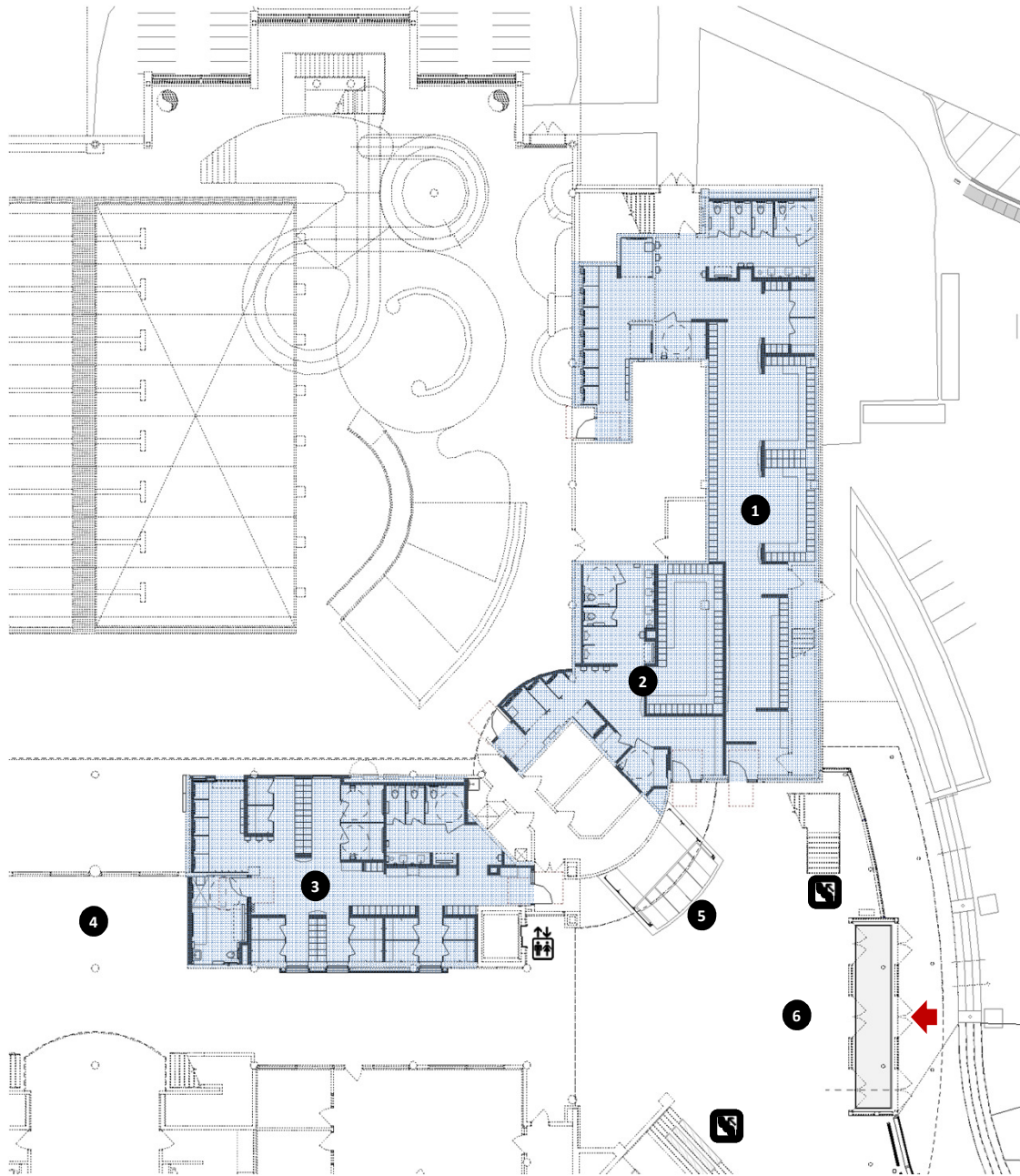
LEGEND

- | | | | | | |
|---|----------------|---|--------------------|---|------------------------------|
|  | Access |  | Fitness Studio |  | Change Room |
|  | Stairs |  | Lounge |  | Storage |
|  | Elevator |  | Walking Track |  | Bridge to Community Pavilion |
|  | Extent of Work |  | Universal Washroom | | |













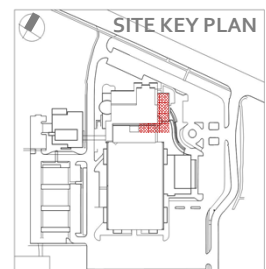
AQUATIC CHANGE ROOMS

Proposed Scheme



LEGEND

- | | | | |
|---|----------------|---|-----------------------|
|  | Access |  | Womens Change Room |
|  | Stairs |  | Mens Change Room |
|  | Elevator |  | Universal Change Room |
|  | Extent of Work |  | Pool Lounge |
| | |  | Reception |
| | |  | Lobby |



Appendix B – Energy Model Results

Figures 1 and 2 illustrate the modelled energy and greenhouse gas breakdown for the Community Pavilion, Civic Front, and Combined (Community Pavilion + Civic Front), including the percentage better than Code. These results exclude the bridge connection from the Community Pavilion to the existing WMRC.

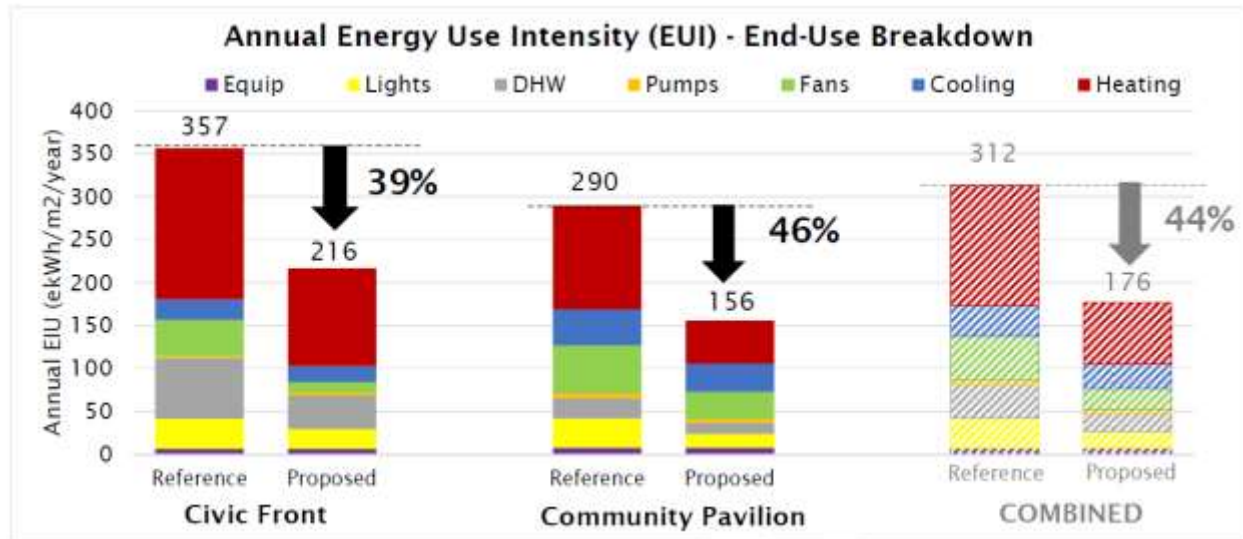


Figure 1: Annual Energy Use Intensity by End-Use

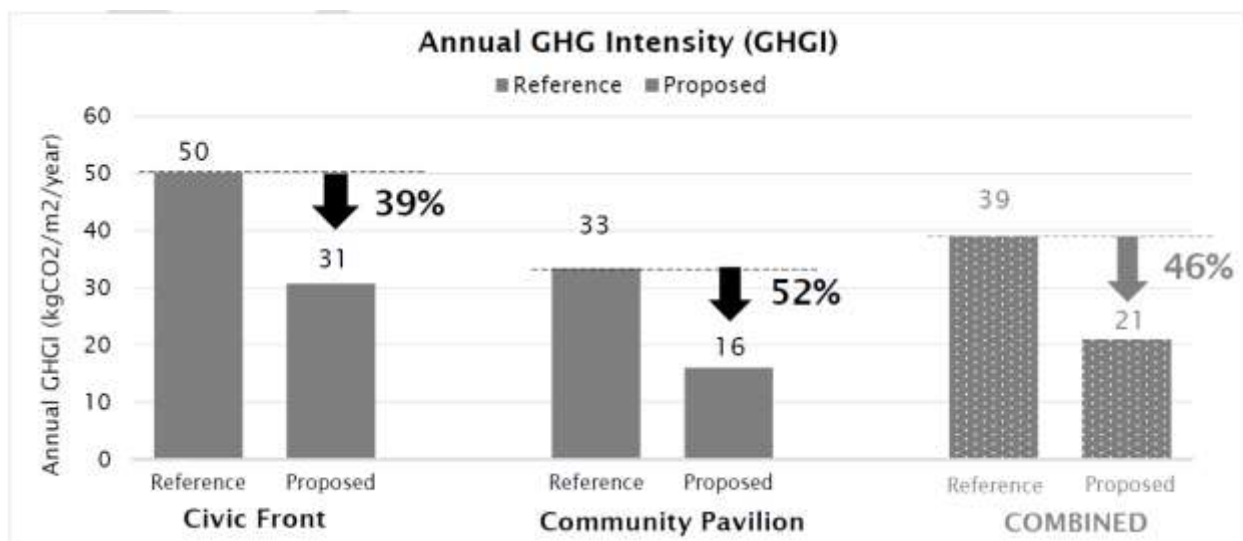


Figure 2: Annual Greenhouse Gas Intensity



STAFF REPORT
Community Programming & Outreach Services

Title: City of Waterloo Response to the Truth and Reconciliation Commission Calls to Action

Report Number: COM2019-032

Author: Pamela Albrecht, Coordinator, Community Outreach

Meeting Type: Finance & Strategic Planning Committee Meeting

Council/Committee Date: October 21, 2019

File: Community Outreach

Attachments: Appendix A: Action Plan in response to the Truth and Reconciliation Commission's Calls to Action
Appendix B: Recommended Territorial Acknowledgement for adoption by the City of Waterloo
Appendix C: Website Links to Additional Resources

Ward No.: All

Recommendations:

1. That Council approve report COM2019-032.
2. That Council approve Appendix A as the Corporation's official Action Plan in response to the Truth and Reconciliation Commission's Calls to Action.
3. That Council adopt Appendix B as the Corporation's Territorial Acknowledgement.

A. Executive Summary

The work of the Truth and Reconciliation Commission of Canada (TRC) (2015) has awakened non-Indigenous Canadians to the difficult truths of our country's past. With the truth about residential schools and their legacy now exposed, all Canadians, including municipal governments, are being called to work toward reconciliation.

This report identifies actions that can be taken at the City of Waterloo to begin this journey of reconciliation. The first section identifies an action plan that corresponds to the calls to action of the TRC. The second section outlines the importance of adopting and using a territorial acknowledgement as an act of reconciliation. Undertaking these actions should be seen as a beginning, not an end to the process of developing mutually respectfully relationships between Indigenous and non-Indigenous peoples.

B. Financial Implications

A budget request for the 2020-2022 budget process has been prepared to support implementation of this Action Plan and to create additional opportunities for the City to support local Indigenous initiatives.

C. Technology Implications

None

D. Link to Strategic Plan

(Strategic Objectives: Equity, Inclusion and a Sense of Belonging; Sustainability and the Environment; Safe, Sustainable Transportation; Healthy Community & Resilient Neighbourhoods; Infrastructure Renewal; Economic Growth & Development)

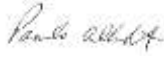
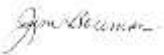
(Guiding Principles: Equity and Inclusion; Sustainability; Fiscal Responsibility; Healthy and Safe Workplace; Effective Engagement; Personal Leadership; Service Excellence)

Equity, Inclusion and a Sense of Belonging: The recommendations in this report are an answer to the directive in this pillar to respond to the Truth and Reconciliation Commission's calls to action for municipalities.

E. Previous Reports on this Topic

None

F. Approvals

Name	Signature	Date
Author:		Oct. 15, 2019
Director:		Oct. 15, 2019
Commissioner:		
Finance:		

CAO



**City of Waterloo Response to the Truth and Reconciliation Commission Calls to Action
COM2019-032**

Background

The work of the Truth and Reconciliation Commission of Canada (TRC) has awakened non-Indigenous Canadians to the difficult truths of our country's past. With the truth about residential schools and their legacy now exposed, all Canadians, including municipal governments, are being called to work toward reconciliation. The Summary of the Final Report of the TRC (see Appendix C) notes that "reconciliation is about establishing and maintaining a mutually respectful relationship" (p. 6) between Indigenous and non-Indigenous peoples. The report goes on to say that we do not have this mutual respect yet, but there is hope that we can achieve it.

The Corporation of the City of Waterloo is looking to play a significant part in building this mutual respect. This report identifies actions that can be taken at the City of Waterloo to begin this journey of reconciliation. The first section identifies an action plan that corresponds to the calls to action of the TRC. The second section outlines the importance of adopting and using a territorial acknowledgement as an act of reconciliation. While territorial acknowledgements are not addressed in the TRC's calls to action, it would be a disservice to the work of the TRC to think that reconciliation could be achieved by limiting ourselves to these recommendations alone.

Getting to the point of mutually respectful relationships will take time and a commitment to listen, learn and take action on the part of non-Indigenous Canadians. Undertaking the actions recommended in this report should be seen as a beginning, not an end to this process.

The Truth and Reconciliation Commission's Calls to Action

The Truth and Reconciliation Commission of Canada (TRC) was established in 2009 with the goal of listening to Survivors of the residential school system. The establishment of the TRC was mandated by the Indian Residential Schools Settlement Agreement (IRSSA), which recognized the damage inflicted by the residential schools and provided monetary compensation for Survivors.

The Summary of the Final Report of the TRC (see Appendix C) notes that residential schools were "part of a coherent policy to eliminate Aboriginal people as distinct peoples

and to assimilate them into the Canadian mainstream against their will” (p. 3), which resulted in “cultural genocide” (p. 2). The Canadian government funded these schools and partnered with Christian denominations to operate them. The first residential school in Canada was the Mohawk Institute in Brantford and was opened in 1831. The last residential school was closed in 1996, in Saskatchewan.

Over 150,000 First Nations, Métis and Inuit children were removed and separated from their families to attend residential schools. It is estimated that 6,000 children died at these schools. More than 30,000 Survivors have had their claims of sexual or physical abuse recognized by way of settlements with the federal government. In addition, the effects of intergenerational trauma have been brought into harsh focus by the realities of the Sixties Scoop and the National Inquiry into Missing and Murdered Indigenous Women and Girls. Further resources on the impact of the residential school system can be found in Appendix C.

The TRC concluded its work in 2015 and, in addition to a number of reports, published 94 Calls to Action. Speaking at Wilfrid Laurier University in 2016, TRC Chair, Senator Murray Sinclair, noted “our ambition here is to the arm the reasonable” (see Appendix C). As such, the calls to action act as both a roadmap and an accountability tool.

In a number of calls to action, municipal governments are named and provided with a clear directive to do something specific. Other calls to action may not name municipalities directly, but the City of Waterloo can respond in the spirit of the call to action. Appendix A notes the calls to action that touch the City of Waterloo’s work and provides the recommended strategy for responding.

Adopting a Territorial Acknowledgement for the Corporation

“A Land Acknowledgement is a formal statement that recognizes the unique and enduring relationship that exists between Indigenous Peoples and their traditional territories” (LSPIRG, *Know the Land* – see Appendix C)

Offering a territorial acknowledgement at the beginning of a gathering, meeting, course or event “brings to awareness that Canada has a history prior to colonialism.” (Lori Campbell – see Appendix C). It can contribute to reconciliation by making Indigenous peoples visible, as both the original caretakers of these lands and as people who reside here today. In Waterloo, we are on the traditional territory of the Haudensaunee, Anishnaabe and Neutral peoples.

In addition, an acknowledgement raises awareness that a particular series of events led to European settlers occupying this land. It is important to understand the history that has brought us to reside on this land, our place in that history and our ongoing participation in the process of colonialism.

In order to signal a desire to work toward reconciliation with Indigenous peoples, it is recommended that the City of Waterloo adopt wording to be used when offering a

territorial acknowledgement. The recommended wording (see Appendix B) has been approved by senior management at the Region of Waterloo following consultation with the community. Adopting this wording at the City of Waterloo would allow for consistency within our geographical region and respect the time and effort that the community has already put into providing input.

Adopting a statement will provide members of Council and staff with the appropriate language they can use at events, meetings, and in written documents. A tool will be created to provide staff with advice on when it is appropriate to include a territorial acknowledgement and how to make it meaningful. As the organization works its way through this period of learning, community services staff are available to advise on questions related to frequency and authenticity. Further guidance can be found in the resources provided in Appendix C.

While offering a territorial acknowledgement is important, we must remain mindful that it is a starting place on a journey toward reconciliation. Adopting and using a territorial acknowledgement requires that we engage in further learning, conversation and action or we risk simply reciting empty words.

Additionally, as the Corporation and community move through a process of ongoing learning and reconciliation, there will be benefit to periodically reviewing the Corporation's acknowledgement wording.

Appendix A

Action Plan in Response to the Truth and Reconciliation Commission's Calls to Action

Training and Development

Call To Action	Response
57. We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history and legacy of residential schools, the <i>United Nations Declaration on the Rights of Indigenous Peoples</i> [UNDRIP], Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.	Staff are currently researching training options. In addition, information is being provided to staff that will allow for learning and awareness-raising in less formal ways, e.g. reading lists, online courses, attendance at community events.
43. We call upon federal, provincial and municipal governments to fully adopt and implement the <i>United Nations Declaration on the Rights of Indigenous Peoples</i> [UNDRIP] as the framework for reconciliation.	The UNDRIP will be a topic included in training and awareness-raising. This document puts Indigenous rights in a global context and can inform how we approach relationship-building with local Indigenous peoples.
47. We call upon the federal, provincial and municipal governments to repudiate concepts used to justify European sovereignty over Indigenous peoples and land, such as the Doctrine of Discovery and terra nullius, and to reform those laws, government policies and litigation strategies that continue to rely on such concepts.	These concepts will be addressed in training and awareness-raising. Understanding these concepts and how they were used will provide context for the deeply-rooted prejudices against Indigenous peoples.
17. We call upon all levels of government to enable residential school Survivors and their families to reclaim names changed by the residential school system by waiving administrative costs for a period of five years for the name-change process and the revision of official identity documents, such as birth certificates, passports, driver's licenses, health cards, status cards and social insurance numbers.	Provide training and information on the legitimacy of single names as part of broader inclusion training related to identity documents and personal information. Such training would also include unique issues that transgender people face with regard to identity documents.

Data Collection and Records

Call to Action	Response
17. We call upon all levels of government to enable residential school Survivors and their families to reclaim names changed by the residential school system by waiving administrative costs for a period of five years for the name-change process and the revision of official identity documents, such as birth certificates, passports, driver's licenses, health cards, status cards and social insurance numbers.	<p>Review City forms for their capacity to accept single names.</p> <p>Legislative Services will waive commissioning fees for Indigenous persons and their families who declare they are reclaiming names changed by the residential school system.</p>
75. We call upon the federal government to work with provincial, territorial, and municipal governments , churches, Aboriginal communities, former residential school students, and current landowners to develop and implement strategies and procedures for the ongoing identification, documentation maintenance, commemoration, and protection of residential school cemeteries or other sites at which residential school children were buried. This is to include the provision of appropriate memorial ceremonies and commemorative markers to honour the deceased children	Not applicable as there were no residential schools in Waterloo Region.
77. We call upon provincial, territorial, municipal , and community archives to work collaboratively with the National Centre for Truth and Reconciliation to identify and collect copies of all records relevant to the history and legacy of the residential school system, and to provide these to the National Centre for Truth and Reconciliation.	No such records are known to exist at the City of Waterloo. Should any come to light in the future, staff would work collaboratively with the National Centre for Truth and Reconciliation to provide such records.

Museums and Archives

Call to Action	Response
<p>67. We call upon the federal government to provide funding to the Canadian Museums Association to undertake, in collaboration with Aboriginal peoples, a national review of museum policies and best practices to determine the level of compliance with the United Nations Declaration on the Rights of Indigenous Peoples and to make recommendations</p>	<p>The City of Waterloo Museum is a member organization of the Canadian Museums Association (CMA). Any recommendations made by the CMA would be reviewed and considered by City staff.</p> <p>Staff will continue to build the story of Indigenous peoples in Waterloo. Examples of past work includes:</p> <ul style="list-style-type: none"> • Hosting U of W Knowledge Integration students who created the exhibit Mashkawizii, currently at the Woodland Cultural Centre in Brantford; • An interactive exhibit to recreate the 1764 Wampum Belt using Lego.

Arts and Culture

Call to Action	Response
<p>80. We call upon the federal government, in collaboration with Aboriginal peoples, to establish, as a statutory holiday, a National Day for Truth and Reconciliation to honour Survivors, their families, and communities, and ensure the public commemoration of the history and legacy of residential schools remains a vital component of the reconciliation process.</p>	<p>Staff will continue the following activities:</p> <ul style="list-style-type: none"> • Recognize National Indigenous Peoples Day (June 21) as part of Arts and Culture programming; • Encourage staff to participate in Orange Shirt Day (September 30) • Support of the Pow Wow hosted by the Waterloo Indigenous Student Centre held each September in Waterloo Park
<p>83. We call upon the Canada Council for the Arts to establish, as a funding priority, a strategy for Indigenous and non-Indigenous artists to undertake collaborative projects and produce works that contribute to the reconciliation process.</p>	<p>Staff will continue to:</p> <ul style="list-style-type: none"> • Create spaces and opportunities to highlight the work of and contract Indigenous artists • Actively create opportunities to tell Indigenous stories • Seek qualified Indigenous people to sit on juries for Public Art projects when appropriate.

Sports and Reconciliation

Call to Action	Response
<p>88. We call upon all levels of government to take action to ensure long-term Aboriginal athlete development and growth, and continued support for the North American Indigenous Games, including funding to host the games and for provincial and territorial team preparation and travel</p>	<p>Staff will ensure that Indigenous inclusion is considered in the work we do related to sport and recreation, including, but not limited to:</p> <ul style="list-style-type: none"> • Addressing the display of racist team names or logos in our facilities; • Providing information and resources to affiliated minor sport organizations to support their inclusion efforts.

Business and Reconciliation

Call to Action	Response
<p>92. We call upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. This would include, but not be limited to, to the following: i. Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects. ii. Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects. iii. Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the UNDRIP, Treaties, Aboriginal-Crown relations. This will require skills based training in intercultural competency, conflict resolution, human rights, and anti-racism.</p>	<p>Staff will explore ways of incorporating Indigenous inclusion in work done related to economic development. Options to consider include:</p> <ul style="list-style-type: none"> • Providing information and resources to local businesses to support their inclusion efforts; • Amplifying reconciliation work being done by local businesses, e.g. Reconciliation Book Club at Words Worth Books. <p>Internal diversity, equity and inclusion initiatives are underway in order to make the City of Waterloo a more equitable and inclusive workplace.</p>

Appendix B – Recommended Territorial Acknowledgement for adoption by the City of Waterloo

The following wording is recommended for adoption by the City of Waterloo:

I (we) would like to begin by acknowledging that the land on which we gather today is the land traditionally used by the Haudenosaunee, Anishnaabe and Neutral People. I (we) also acknowledge the enduring presence and deep traditional knowledge and philosophies of the Indigenous People with whom we share this land today.

Appendix C – Website Links to Truth and Reconciliation Resources**Truth and Reconciliation**

[Reports of the Truth and Reconciliation Commission of Canada](#)

[Senator Murray Sinclair discusses Aboriginal issues and leadership](#)

[Orange Shirt Day](#) – website of the Orange Shirt Society

[United Nations Declaration on the Rights of Indigenous Peoples](#)

[Doctrine of Discovery](#) – resource by Indigenous Corporate Training Inc.

Territorial Acknowledgements

Laurier Students' Public Interest Research Group (LSPIRG), [*Know the Land Territories Campaign*](#)

Lori Campbell, ["What's with the territorial acknowledgements at public events in Waterloo Region?"](#)

Additional Learning

[Indigenous Canada](#) – a free, twelve-week online course

[Sixties Scoop](#) – resource by Indigenous Foundations

[Reports of the National Inquiry into Missing and Murdered Indigenous Women and Girls](#)