



THIS MEETING WILL BE WEBCAST ON THE [CITY'S PUBLIC YOUTUBE SITE](#) (CITYWATERLOO) AND MAY BE TELECAST ON PUBLIC TELEVISION



COUNCIL MEETING

Monday, March 2, 2020
4:00 PM

AGENDA

Councillor Bodaly in the Chair

1. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

2. CLOSED MEETING

Recommendation:

That Council hold a closed meeting for the purposes of considering the following subject matter:

- i) advice that is subject to solicitor-client privilege, including communications necessary for that purpose (Legal Advice re Large Public Gatherings).

COUNCIL MEETING WILL RECESS AND RECONVENE AT 6:30 PM

3. TERRITORIAL ACKNOWLEDGEMENT

4. MOMENT OF REFLECTION

5. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

6. APPROVAL OF MINUTES

a) [January 27, 2020 – Council Meeting](#)

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Recommendation:

That the minutes of the Council meeting held on January 27, 2020 be approved as printed.

7. DELEGATIONS

None

8. CONSENT MOTION

None

9. ITEMS REMOVED FROM THE CONSENT MOTION

10. STAFF REPORTS

a) Title: [Spurline Trail Pedestrian Crossover at Regina Street South](#)

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Report No.: IPPW2020-016

Prepared By: Chris Dedman

Recommendations:

1. That Council receive Staff report IPPW2020-016 Spurline Trail Pedestrian Crossover at Regina Street South for information.

b) Title: [2019 Review of Museum Operations](#)

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Report No.: COM2020-006

Prepared By: Karen VandenBrink

Presentation: Karen VandenBrink; Manager, Museum & Archival Collections

Recommendations:

1. That Council receive this report as information.

c) **Title:** **Large Street Gatherings**
Report No.: COM2020-007
Prepared By: Mark Dykstra
Adam Lauder

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Presentation: Mark Dysktra; Commissioner, Community Services, and Co-Chair, Large Street Gatherings Task Force
Tom Berczi, Superintendent – Operational Support Division, Waterloo Regional Police Service and Co-Chair, Large Street Gatherings Task Force

Delegations:

1. D'Arcy Delamere, Lecturer, University of Waterloo School of Accounting and Finance, and Facilitator, Large Gatherings Task Force
2. Skye Nip, Associate Vice President – University Affairs, Wilfrid Laurier University Student Union

Recommendations:

1. That Council receive report COM2020-007.
2. That Council direct the Town & Gown Committee to advance monitoring and implementation of the Large Street Gathering Final Report recommendations.
3. That Waterloo City Council thanks the Large Street Gathering Task Force members for their commitment and dedication to completing the Large Street Gatherings final report dated March 2, 2020 and further that the Task Force be dissolved.

11. PUBLIC MEETINGS

None

12. CONSIDERATION OF NOTICE OF MOTION GIVEN AT PREVIOUS MEETING

None

13. NOTICE OF MOTION

None

14. COMMUNICATIONS AND CORRESPONDENCE

- a) [Letter from the Office of the Regional Clerk for the Regional Municipality of Waterloo, re: 2020 Planning and Works Project Team Membership, dated February 19, 2020](#)

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Recommendation:

1. That Council select Councillor _____ as the Waterloo local councillor on the Westmount Road Improvements, Glasgow Street to Erb Street project team.

- b) [Invitation to attend the 2020 International Children's Games](#)

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15. UNFINISHED BUSINESS

None

16. QUESTIONS

17. NEW BUSINESS

18. ENACTMENT OF BY-LAWS

Recommendation:

That the By-laws listed below be read a first, second and third time and finally passed, numbered sequentially commencing with By-law Number 2020-010 and that the Mayor and Clerk be authorized to sign them accordingly.

- a) By-law to amend By-law 2018-050, being a Zoning By-law controlling land use development within the City of Waterloo.

Rezoning lands known municipally as 928, 960, 980 Erb Street West, 975 Columbia Street West and 100 The Wilmot Line (West Side Employment Lands). (Z-18-17, IPPW2020-014, February 24, 2020).

- b) By-law to adopt Official Plan Amendment 24 redesignating lands known municipally as 928, 960, 980 Erb Street West, 975 Columbia Street West and 100 The Wilmot Line (West Side Employment Lands). (OPA 24, IPPW2020-014, February 24, 2020).
- c) By-law to confirm all actions and proceedings of Council, March 2, 2020 – Regular

19. ADJOURNMENT



A meeting of the Council of The Corporation of the City of Waterloo was held on January 27, 2020 at 2:03 p.m. in the Council Chambers, 100 Regina Street, South, Waterloo, Ontario



COUNCIL MEETING

Monday, January 27, 2020

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

Mayor Jaworsky in the Chair

1. TERRITORIAL ACKNOWLEDGEMENT

Mayor Jaworsky opened the meeting with the following Territorial Acknowledgement:

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. We also acknowledge the enduring presence and deep traditional knowledge and philosophies of the Indigenous People with whom we share this land today.

2. MOMENT OF REFLECTION

The Mayor provided Council with a moment of reflection.

3. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

Councillor Bonoguore declared a pecuniary interest with respect to item 5 b) - Communitech Annual Update due to her spouse's place of employment.

Councillor Vasic declared a pecuniary interest with respect to capital budget project #201 - Community Services Contribution to Post-Secondary Recreation Facility Expansion due to her place of employment.

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

4. APPROVAL OF MINUTES

a) January 13, 2020 – Council Meeting

Moved by Councillor Hanmer, seconded by Councillor Vieth:

That the minutes of the Council meeting held on January 13, 2020 be approved as printed.

Carried Unanimously

5. DELEGATIONS

a) Enforcement of the Idling Control By-law

Sharon Woodley, a resident of Waterloo, advised Council that in the Region of Waterloo half of carbon emissions are the result of transportation. She stated that the current City of Waterloo idling control by-law, a potential tool to reduce vehicle emissions, is not sufficiently enforced by municipal enforcement officers.

Ms. Woodley requested that Council consider that additional resources be dedicated to improving community awareness and increasing enforcement. She further suggested a ban on drive-thrus in Waterloo to reduce a major source of idling.

Moved by Councillor Bonoguore, seconded by Councillor Hanmer:

That staff be directed to review the Idling Control By-law #09-077 and explore opportunities to provide education on engine idling to the public, in light of the climate emergency declared in the City of Waterloo.

Carried Unanimously

b) Communitech Annual Update

Having previously declared a pecuniary interest, Councillor Bonoguore left the meeting:

(Time: 2:33 p.m.)

Iain Klugman, Chief Executive Officer of Communitech, provided an update to Council on the activities of Communitech, a member-based innovation hub of over 1400 businesses. Mr. Klugman informed Council that Communitech supports startup companies, helps scale-up developing businesses, and assists large corporations in becoming more adaptable.

In November, Communitech launched the Future of Work and Learning Coalition in partnership with regional entities. This coalition is exploring ways of adapting the workforce to technological transformations.

Mr. Klugman thanked Council and the City of Waterloo for their continued partnership and support.

Councillor Vasic left the meeting:	(Time: 2:43 p.m.)
Councillor Vasic returned the meeting:	(Time: 2:46 p.m.)
Councillor Bodaly left the meeting:	(Time: 2:46 p.m.)
Councillor Bonoguore returned to the meeting:	(Time: 2:46 p.m.)
Councillor Bodaly returned to the meeting:	(Time: 2:48 p.m.)

c) Community Services Business Plans

Mark Dykstra; Commissioner, Community Services, presented an overview of the business plans for 2020-2022 of the Community Services department.

The following staff responded to questions from Council:

- Mark Dykstra; Commissioner, Community Services
- Sunda Siva; Director, Facility Design and Management Services
- Jim Bowman; Director, Community Programming and Outreach Services
- Jeff Silcox-Childs; Director, Environment and Parks Services
- Shayne Turner; Director, Municipal Enforcement Services
- Richard Hepditch; Chief, Fire Rescue Services, and Community Emergency Management Coordinator
- Brad Witzel, Financial Analyst

Councillor Vieth left the meeting:	(Time: 4:44 p.m.)
Councillor Vieth returned to the meeting:	(Time: 4:46 p.m.)

6. STAFF REPORTS

a) **Title: Union Street East Reconstruction (King to Moore)
Funding Request**

Report No.: IPPW2020-010

Prepared by: Gavin Vermeer

Councillor Hanmer left the meeting:

(Time: 4:59 p.m.)

Moved by Councillor Bonoguore, seconded by Councillor Henry:

1. That IPPW2020-010 be approved.
2. That capital funding for the reconstruction of Union Street East (King to Moore) in the amount of \$155,000 be approved, as per CORP2019-080 – Early Approval of Capital Projects (ref #687).

Carried Unanimously

Councillor Hanmer absent for vote

Council meeting Recessed:

(Time: 5:00 p.m.)

Council meeting Reconvened:

(Time: 6:32 p.m.)

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

7. TERRITORIAL ACKNOWLEDGEMENT

Mayor Jaworsky opened the evening portion of the meeting with the following Territorial Acknowledgement:

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. We also acknowledge the enduring presence and deep traditional knowledge and philosophies of the Indigenous People with whom we share this land today.

8. 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.

9. PUBLIC MEETINGS

a) **Title:** **Official Plan Amendment No. 29, City of Waterloo,
Erbville South Block Plan**

Prepared by: Ric Martins

Ward No: Ward 2 - Northwest

The Chair advised that the Informal Meeting was the first opportunity to inform Council and the public of the amendment and emphasized that no decision would be made by Council at this meeting.

Ric Martins, Senior Policy Planner, provided an overview of the process for the proposed amendment to the Official Plan by the City of Waterloo and responded to questions from Council.

Bobby Gauthier, Senior Project Manager, WSP Consulting, reviewed the Erbville South Block Plan and responded to questions from Council. The Block Plan includes land use policies for permitted land uses, environmental protection, open space and parks, transportation, active transportation connections (walking and cycling), and requirements for high quality design for development.

Heather Bartlett, a resident of Waterloo, noted concerns with Specific Provision Area #1, zoned for apartment buildings of up to four storeys or stacked townhouses, with respect to maintaining compatibility with the surrounding neighbourhood. Ms. Bartlett presented a petition to Council requesting that Council consider downgrading the Specific Provision Area and maintaining the low-density housing proposed in the rest of the plan.

Samer Kiswany, a resident of Waterloo, objected to the presence of four storey buildings in the Specific Provision Area due to conflicts with the character of the surrounding low-density housing and the potential effects on mature trees on the site.

Taru Malhotra, a resident of Waterloo, asked Council to consider ensuring access to public transportation through bus connectivity and providing space for public parks within the plan.

Matthew Collaton, a resident of Waterloo, expressed concern with the current lack of park space in the surrounding area and issues with maintenance of local trails. Mr. Collaton requested that the City of Waterloo provide park space through the plan.

As no one else was present to speak to the application, the Chair concluded the Informal Public Meeting and indicated that staff will review the issues and report back to Council at a later date.

10. QUESTIONS

Councillor Vieth asked a question in relation to changing the source of funding for the Physician Recruitment Initiative from the Council's Community Priority and Contingency reserve fund to the Waterloo Economic Development Advisory Committee and associated funds.

11. ENACTMENT OF BY-LAWS

Moved by Councillor Henry, seconded by Councillor Bodaly:

That By-law 2020-005 be read a first, second and third time, and finally passed, and that the Mayor and Clerk be authorized to sign it accordingly.

- a) Bylaw No. 2020-005 By-law to confirm all actions and proceedings of Council, January 27, 2020 – Regular

Carried Unanimously

12. ADJOURNMENT

Moved by Councillor Freeman, seconded by Councillor Vasic:

That the meeting be adjourned.

(Time: 7:47 p.m.)

Carried Unanimously

READ AND APPROVED, February 10, 2020

Chair

City Clerk



STAFF REPORT Transportation Services

Title: Spurline Trail Pedestrian Crossover at Regina Street South
Report Number: IPPW2020-016
Author: Chris Dedman
Council Date: March 2, 2020
File: [File]
Attachments: Appendix A- Pedestrian Crossover Level 2 Type C from Ontario Traffic Manual Book 15
Appendix B- Location of Spurline Trail Crossing of Regina Street South
Ward No.: 7

Recommendations

1. That Council receive Staff report IPPW2020-016 Spurline Trail Pedestrian Crossover at Regina Street South for information.

A. Executive Summary

The Spurline Trail was constructed in 2015 and is a key active transportation route connecting Uptown Waterloo with the City of Kitchener and ultimately the Kitchener GO Station. One of the main challenges that users are faced with along the Spurline Trail, is crossing the streets.

Staff, in conjunction with consultant Stantec Consulting Ltd, has analyzed the crossing of the Spurline Trail at Regina Street South. It is recommended to install a Pedestrian Crossover treatment at this location to better assist users in crossing Regina Street South.

B. Financial Implications

Funding for the Spurline Trail Pedestrian Crossover at Regina Street South will be covered by the balance remaining in the Waterloo Spurline Multi-Use project #120098.

C. Technology Implications

There are no technology implications with this report.

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)

Sustainability and the Environment:

- Planning for a city less dependent on the auto, thereby reducing the harmful effects of greenhouse gas emissions.

Safe and Sustainable Transportation:

- Expanding the City's active and accessible transportation network provides safer options for our citizens.

Healthy Community & Resilient Neighbourhoods:

- Expanding the City's active and accessible transportation network to improve the health and well-being of our citizens, and provide economical and sustainable transportation options.

E. Previous Reports on this Topic

No previous reports on this topic

F. Approvals

Name	Signature	Date
Author: Chris Dedman		
Director: Christine Koehler		
Commissioner: Cameron Rapp		
Finance: Susan Boldt		

CAO



Spurline Trail Pedestrian Crossover at Regina Street South IPPW2020-016

1.0 Background

The Spurline Trail was constructed in 2015 and is a key active transportation route connecting Uptown Waterloo with the City of Kitchener and ultimately the Kitchener GO Station. A trail counter was installed in May of 2016, and since then there have been approximately 700,000 trips made along this route by pedestrians and cyclists. One of the main challenges that users are faced with along the Spurline Trail, is crossing the streets. Busier streets present more of a challenge for users to find gaps in traffic in order to cross the road safely. This is particularly challenging for vulnerable users such as elderly, parents with young children and persons with disabilities. Quieter, local streets that have less traffic are much easier and safer to cross and often don't require any crossing treatment.

The Uptown Public Realm Strategy was approved by Council on March 4, 2019 and indicated that the Laurel Greenway was one of three priorities identified as part of this strategy (see Fig. 1). The Spurline Trail and the crossing at Regina Street South are considered part of the Laurel Greenway. The report stated that *"This connected greenway should include a consistent wayfinding system, drinking fountains, receptacles, seating, and clearly marked protected cross walks to keep greenway visitors safe as they cross major roads along the way."*

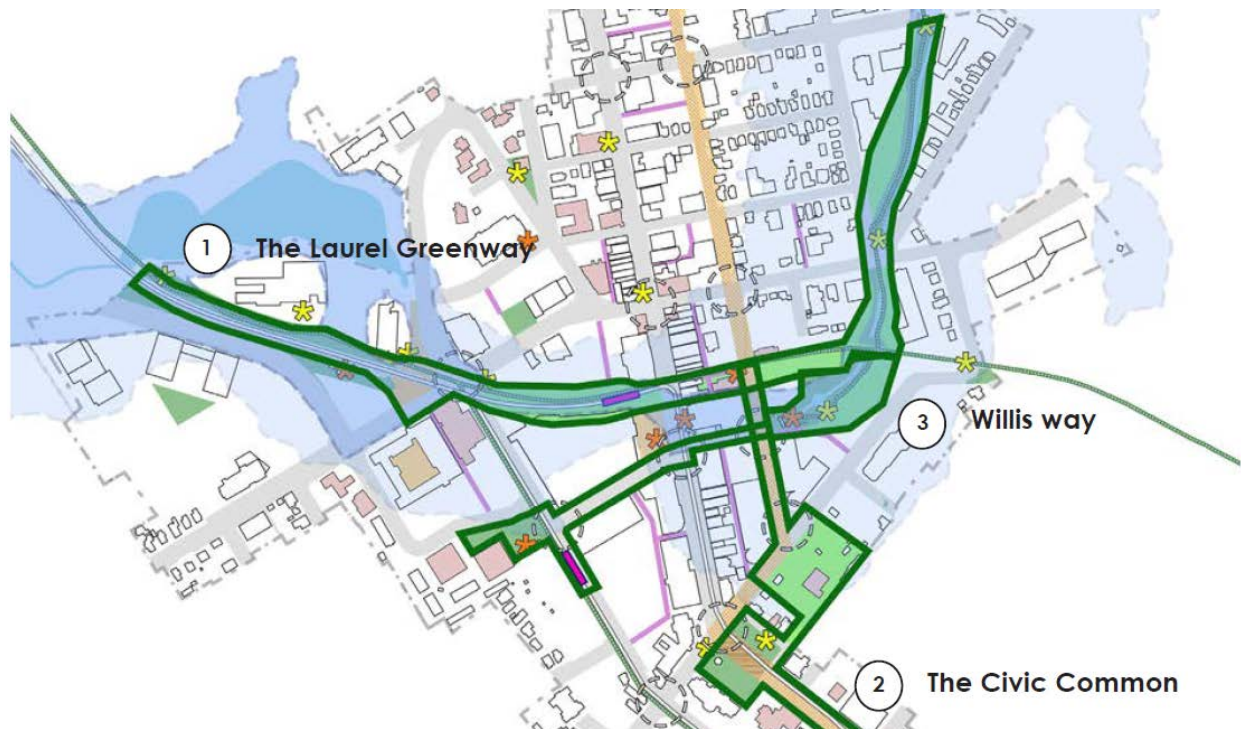


Fig. 1 – extract from Uptown Public Realm Strategy

Regina Street South is classified as a Minor Collector road in the Official Plan (OP) and carries traffic volumes around 5,500 to 6,000 vehicles per day. A count taken on June 26, 2018 revealed there were 677 pedestrians and cyclists crossing Regina Street South that were counted during an 8 hour period. The split was 60% pedestrians and 40% cyclists out of the total number counted. There is a strong desire line for people to cross Regina Street South at the Spurline Trail since this is part of the major trail system that connects users between the Universities, Waterloo Park, Uptown Waterloo, City of Kitchener and connects to the Laurel Trail, The Great Trail, Iron Horse Trail and the Waterloo Trail.

The City of Waterloo retained the services of consultant Stantec Consulting Ltd. to analyze the data and determine the appropriate crossing treatment for the Spurline Trail at Regina Street South. Stantec analyzed the crossing in accordance with the guidelines set out in Ontario Traffic Manual Book 15 – Pedestrian Crossing Treatments, and Ontario Traffic Manual Book 12 – Traffic Signals. Their analysis concluded that a Mid-block Pedestrian Signal (MPS), was warranted due to both the pedestrian volume and delay to pedestrians crossing the road. This would be the same type of crossing treatment on King Street at the Spurline Trail installed as part of ION (see Fig. 2).



Fig. 2 – Mid-block Pedestrian Signal (MPS) on King Street at the Spur Line Trail

Based on the assessment and criteria for installing traffic signals, the location is within 200m of the Erb Street East and Regina Street South intersection and therefore a MPS was not supported due to the spacing between signals and potential queuing issues at the Erb Street intersection.

A pedestrian island was considered but not analyzed for this location due to the constrained width of Regina Street South, the entrance to Hughes Lane (Button Factory), and north access to the Regina Street parking lot.

2.0 Pedestrian Crossovers

New legislation was introduced in January 2016 by the Province of Ontario that gives pedestrians the right of way at road crossings where Pedestrian Crossovers (PXO's) are installed (see example in Appendix A).

Pedestrian Crossover treatments are typically used at midblock locations between signals where trails intersect with the road or, where a crossing is required to accommodate people accessing transit. The City of Waterloo has been installing PXO's at the pedestrian crossings at its roundabouts. These are the most common type of pedestrian crossing treatment in which vehicles must yield the right of way to pedestrians crossing the road.

In 2019 the Region of Waterloo installed a Pedestrian Crossover on Caroline Street South located at the south end of the Willis Way ION Station (see Fig. 3). This Pedestrian Crossover is a push button activated crossing which triggers flashing lights above the sign indicating to vehicles to yield the right of way to pedestrians.



Fig. 3 a Pedestrian Crossover (PXO) was recently installed on Caroline Street South

Given the need for an improved crossing over Regina Street South, the consultant assessed the site for a Pedestrian Crossover. Although constrained by the same spacing distances noted above for a MPS, a PXO functions differently. Vehicles are permitted to continue their trip once the crossing area has cleared of pedestrians, whereas for a MPS, vehicles must wait until the signal has changed back to green. In summary, a PXO is less likely to create a queuing issue to the Erb Street intersection.

Based on this approach, the consultant recommended installing a PXO at the Regina Street South and Spurline Trail crossing.

The memo prepared by the consultant was circulated to the Region of Waterloo traffic engineering staff for review as they are the designated road authority for traffic signals. Regional staff concurred with Stantec's findings and recommendation of installing a Pedestrian Crossover as opposed to a Mid-block Pedestrian Signal.

The City of Waterloo will be responsible for the planning, installation and maintenance of Pedestrian Crossovers (PXO's) on city streets within the City of Waterloo. This responsibility will lie with the Transportation Services team within IPPW..

2.1 Limitations of Pedestrian Crossovers

It should be noted that based on the specific legislation in the Highway Traffic Act (HTA), that all Pedestrian Crossover types are designed for pedestrians only. This means that all cyclists using a Pedestrian Crossover will need to dismount their bicycle, become a pedestrian and walk across. The only crossing facility that allows cyclists to legally ride across the road is a cross ride, which at this current time cannot be installed at a Pedestrian Crossover.

3.0 Financial Implications

Project 120098 will be used to carry out the planned improvement for the Spurline Trail Pedestrian Crossover at Regina Street South, as outlined in this report. Table 1.0 below provides a summary of funding available, along with estimated costs for this project. **Table 1.0:** Funding Approvals to Date and Estimated Costs:

Description	Report Number	Approval Date	\$ Amount*
Funding:			
Current available funding project 120098			(\$123,288)
Total Funding			(\$123,288)
Expenditures:			
2020 projected construction costs			\$25,000
Future projected project costs (to be determined)			\$98,288
Total Projected Expenditures			\$123,288
TOTAL			\$0

*Note: non-recoverable portion of HST included

4.0 Conclusion

Based on the recommendation from Stantec's analysis and the review from the Region of Waterloo, Staff will install a Level 2 Type C Pedestrian Crossover for the Spurline Trail crossing of Regina Street South. The installation of this Pedestrian Crossover is targeted for the summer of 2020.

5.0 Communications Plan

Staff from Transportation Services and Corporate Communications are working on developing a communications plan to help message how these new crossing treatments function.

6.0 Process and Prioritizing Locations for PXO's

As these are a relatively new traffic tool available to municipalities, Staff from Transportation Services will be developing a process for determining priority locations for installing Pedestrian Crossovers (PXO's) within the City of Waterloo. There are different types of PXO's available depending on site conditions, therefore the process will also determine the type of crossover to be installed at each location based on the criteria outlined in Ontario Traffic Manual (OTM) Book 15 – Pedestrian Crossing Treatments.

Staff will liaise with the Region of Waterloo where priority locations for PXO's are to be located either on or near a Regional road.

APPENDIX A

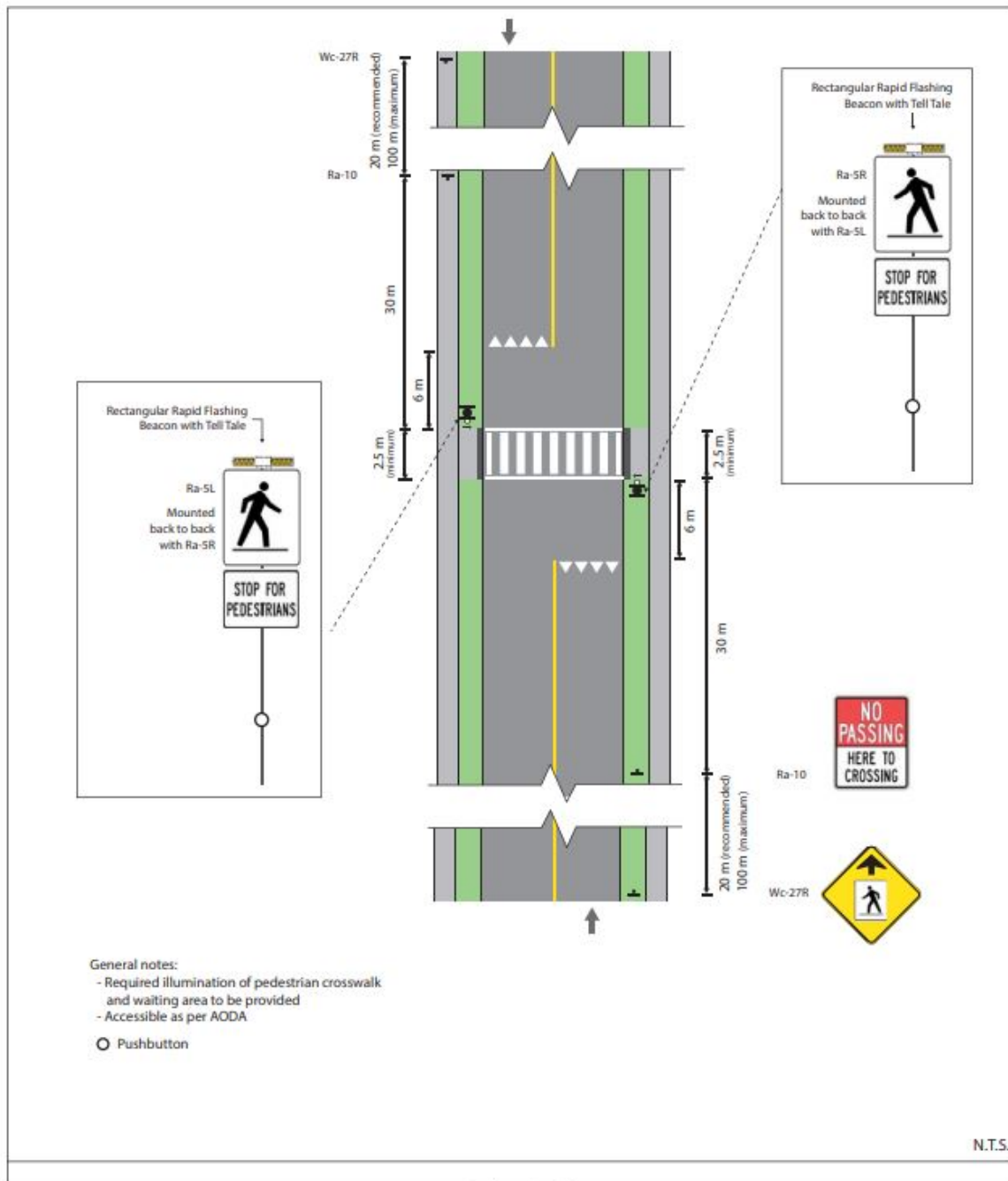
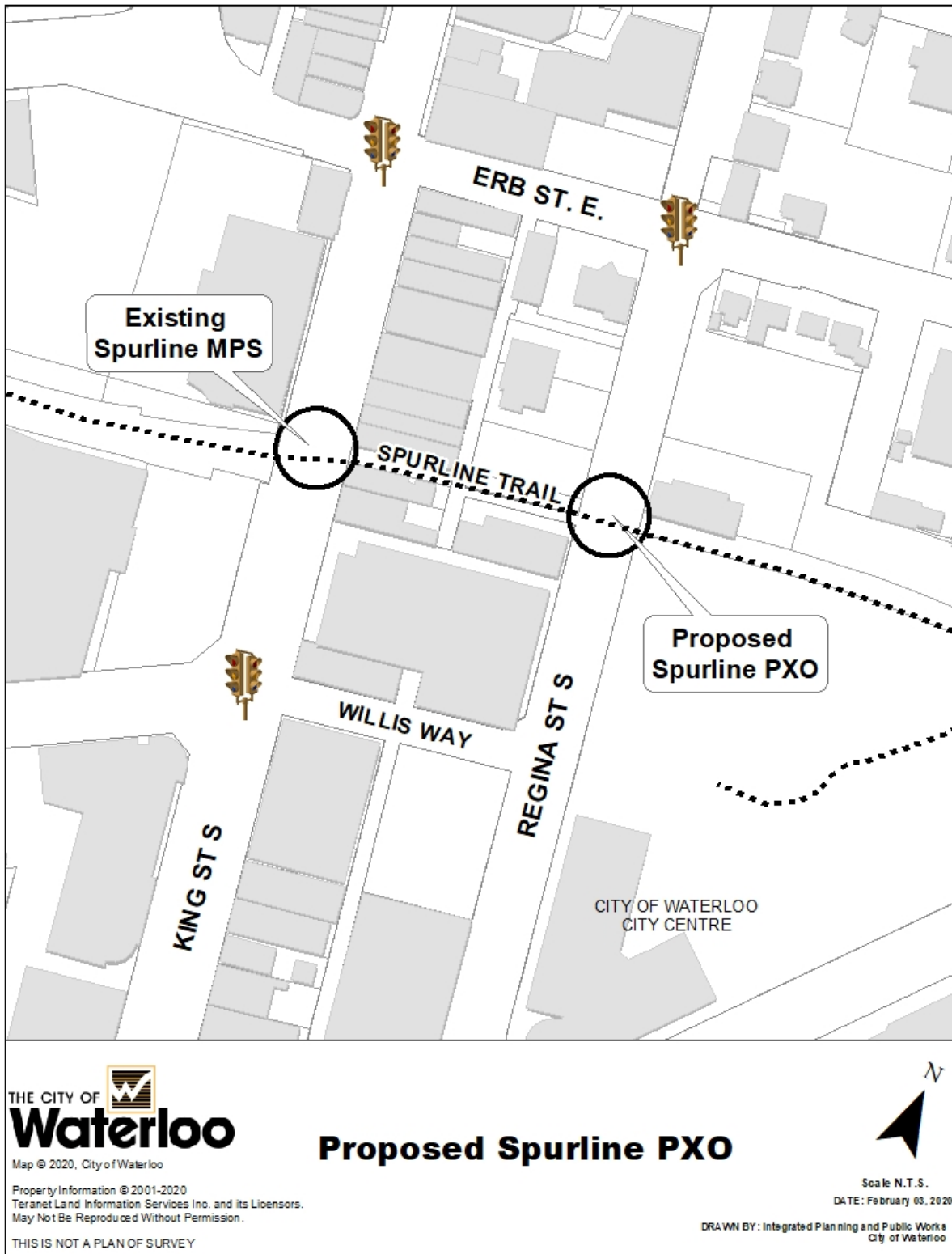


Figure 30: Pedestrian Crossover Level 2 Type C – Mid-block (2-lane, 2-way)

APPENDIX B





STAFF REPORT
Community Programming & Outreach Services

Title: 2019 Review of Museum Operations
Report Number: COM2020-006
Author: Karen VandenBrink, Manager Museum & Archival Collections
Meeting Type: Council Meeting
Council/Committee Date: March 2, 2020
File: N/A
Attachments: None
Ward No.: All Wards

Recommendation:

That Council receive this report as information.

A. Executive Summary

As we turn the page to 2020, let us look back on an incredible year of hard work with colleagues, wonderful celebrations with friends, and the unwavering support of our volunteers and community. The museum aligns its plans, activities, and performance goals, with the mandate established by Council and the Museum Strategy, approved in 2015. The strategic directions are essential in fulfilling the museum's mandate, while also promoting a high standard of museological excellence.

The City of Waterloo Museum had an extraordinary year in 2019 celebrating 10 years of operation. The Museum's signature exhibition, The Sublime Mr. Seagram opened and marked the 100th anniversary of the death of the legendary Joseph E. Seagram one of Waterloo's original barn raisers.

Perhaps, the most rewarding aspect of this year has been the opportunities to work closely with a number of individuals. Our successful year would not have been possible without the support from Council. Partnerships and collaboration continue to be essential to the work we do, and our Museum benefits considerably. Exhibitions simply would not be possible without partnerships. The museum would not be the rich resource it is without donations, loans of objects for display, and the generosity of grants. We would like to thank the Seagram Family descendants, and the Department of Canadian Heritage for their generous support.

Partnerships are equally important in enabling us to provide outstanding educational content and programming. They make it possible for us to share our programming with the wider world. Many of our partnerships are international in nature – and this is a source of pride to our Museum as we continue to enhance our profile. A perfect example of this is the exhibition of the 1919 Pierce Arrow truck at the Buffalo Transportation Museum in Buffalo N.Y.

None of this would be achievable without the work of our outstanding staff of 2.8 FTE, and the guidance of our Director and Commissioner. The Museum benefitted from the support of seven volunteers contributing 722 hours in 2019. The Museum hosted and mentored an internship from Western Faculty of Education and one Bluevale Collegiate Institute co-op student (Sept - Dec). Three seasonal students hired through Young Canada Works and Canada Job Strategy grants. I extend my sincere thanks to all those involved for their dedication to everything we do and share their reflections on the past year. I would also like to thank our many donors, and partners for their generous support that makes it all possible.

B. Financial Implications

None

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)


Healthy Community & Resilient Neighbourhoods: The museum contributes to the strong sense of belonging and fosters a sense of place and community through its preservation and presentation of our heritage resources.

Economic Development: The museum contributes to the enhancement of the creative capacity through community engagement.

E. Previous Reports on this Topic

None

F. Approvals

Name	Signature	Date
Author: Karen VandenBrink		Feb. 24, 2020
Director: Jim Bowman		
Commissioner: Mark Dykstra		
Finance:	N/A	

CAO



2019 Review of Museum Operations COM2020-006

The year in review: Achievements

1. Establish the Museum as a hub for Waterloo history.
2. Connect our community to their history and reflect this personal connection in all aspects of the Museum experience.
3. Develop the collection to better reflect Waterloo's history and distinctiveness.
4. Engage in dynamic partnerships and networks for mutual benefit.

1. Establish the Museum as a hub for Waterloo History

- Present exhibitions and public programs to commemorate the 100th Anniversary of JE Seagram's death
- Establish successful programming of the exhibition space for visitors

Number of Key Research Projects that were undertaken or completed

- Assisted with advancing the Clerks department progress by digitizing Waterloo's early by-laws
- Responded to 17 internal and external requests for information
- Buffalo Trace – Sazerac INC, New Orleans archives staff visited with museum manager to collect research on their recently acquired Seagram brands of VO, 5-Star, and "83.
- Collaborated with members of the Seagram family to add substantial family tree information
- Staff continued collecting living stories from Waterloo's past mayors – Marjorie Carroll was interviewed about her time as Waterloo's first female Mayor.

Summary of Performance

The past year has been outstanding with regard to establishing the Museum as a hub for Waterloo's history. The exhibition The Sublime Mr. Seagram attracted a significant number of visitors in 2019. The Museum welcomed and reached 12,420 through its exhibition and programming efforts. Overall, the Museum surpassed 2018 by an average of approximately 11%.

Waterloo stories were also shared with the wider world through the touring of the 1919 Pierce Arrow Truck to Buffalo N.Y., and the presentation of the 101st running of the Seagram Cup Stakes at Woodbine Race Track. Together these explored the international aspects of our history and show cased our stories to a global audience.

Original research informs new exhibitions and special projects and is the key to painting a complete picture of our history. Whether enhancing the content of an exhibit, working with colleagues at partner institutions, or developing solely in hours, the staff works hard to ensure that each story told is relevant and engaging to audiences. It is the research undertaken by staff and volunteers that has provided the bases for telling over 380 stories in ten years.

My time with the Museum has been well spent helping to connect citizens of Waterloo with their past, and it is a journey I have shared as relative newcomer to the city. It has afforded me many opportunities to utilize my historical training and to work with a wonderful and welcoming team in sharing stories with guests. I think the results of the Museum's work and its growth is nowhere more evident than its being recognized as one of the top three places to visit in the city.

Cameron Baer, Seasonal Museum Programmer

2. Connect our community to their history and reflect this personal connection in all aspects of the Museum experience.

- Develop exhibitions on themes of personal relevance to Museum visitors, such as Love Sport! Game On!
- Bring exhibitions to Waterloo from partner museums that add community perspectives, such as Taste of Science

Exhibitions

- *Game On! Love Sport – 1,222 attended (Jan – March 2019)
- KIX2019 (partnership with University of Waterloo's Knowledge Integration Department) – 948 attended
- *The Sublime Mr. Seagram: Uncovering the Legacy of Waterloo's First Innovator – 3,136 attended
*Curated by museum staff
- **A Taste of Science travelling exhibition – 1,144 attended (end of Nov. & Dec. 2019)
**partially curated by museum staff
- Presented four mini exhibitions at City Hall

Summary of Performance

In addition to sharing Canada's stories with the world, the City of Waterloo Museum ensures that our community connects in meaningful ways with their own history. The Museum presented an exhibition from another institution, enhancing community perspectives and regional narratives.

I've only been with the City of Waterloo Museum for a short time, but it has been an incredibly rewarding experience to see the ins and outs of working in a museum environment. From setting up exhibits to working with artifacts, my experience with the museum has been filled with highlights - through interacting with the public the cemetery tours certainly stands out. It is also clear that the

museum has grown throughout 2019, most notably through the increasingly creative ways we engage with the public, such as the Seagram Cup event, which has only served to strengthen the museum's relationship with the people of Waterloo.

Julia Barclay, Seasonal Museum Programmer

3. Develop the collection to better reflect Waterloo's history and distinctiveness

- Ensure the Museum's acquisition strategies are focused on collecting objects of historical significance to telling stories specific to Waterloo
- Expand efforts to acquire objects by cultivating relationships with collectors and by actively pursuing donations
- Position the Museum's repository of objects that reflect and have shaped our local and international history

Museums are, by nature, collecting institutions, using their collections to share more stories that are comprehensive with their audiences. Over the past year, the City of Waterloo Museum added 222 objects to the collection and have acquired some outstanding objects, as well as full collections, including a comprehensive collection of RIM/Blackberry devices, a bed frame manufactured by Reichardt Furniture who was one of Waterloo's early village businesses, and the Haehnel/Hahn Pharmacy prescription recipe book. The Museum also worked with other partners and institutions to borrow objects key in telling stories in our exhibitions. Key acquisitions and work related to the collection included:

Collections Management (curatorial & conservation)

- Coordinated the logistics to transport the 1919 Pierce Arrow truck to Buffalo NY for a 4-month exhibition at the Buffalo Transportation Museum.
- Coordinated the logistics to borrow 50 personal Seagram family items for the exhibition The Sublime Mr. Seagram.
- Infrastructure renewal of exhibit lighting, upgrading to LED fixtures
- Deaccessioned 58 Martin Farmstead objects related to Mennonite Farming, and transferred to the Martin's Mennonite Museum.
- Loaned a section of corduroy road to the Ken Seiling, Waterloo Region Museum for their exhibition "Going Places".
- Completed processing the large volume of negatives collected from Pirak studio. Digitizing these negatives has begun before they deteriorate from "vinegar syndrome." This cull resulted in five banker's boxes of negatives.
- Facilitated hanging artworks from the 'fine art' collection in office and meeting spaces throughout the corporation

Summary of Performance

These artifacts joined the other 12,000 artifacts in the collection that are distinctive and reflect Waterloo's history, supporting the strategic direction. Forecasting how many objects that will come into the collection on a given year is difficult to predict. In a given year, we see a mix of archival material and three-dimensional objects being offered to the museum for donation.

In 2019, I witnessed the continued and steady growth in public donations made to the City of Waterloo Museum's Heritage Collection. Pieces of Waterloo's history, which have long been forgotten, are finding their way into the city's collection. It is always exciting for me to see these unique artifacts walk through our door, along with the fascinating stories from their owners – stories that we will be able to share with the public in future exhibitions.

Jinni Hartmann, Collections and Exhibit Specialist

4. Engage in dynamic partnerships and networks for mutual benefit.

The museum continued to build upon their use of social media to bring the museum to the community, and the community to the museum. During the past year, all forms of social media used by the Museum increased in numbers of followers, Facebook Followers – 359, Instagram Followers – 1,483. The museum also made headlines in traditional media, such as, CTV Media, The Record, Program & Activities Guide, CKWR, Conestoga College journalism and media students. Overall, the Museum had a significant progression to reach the community on social media.

The importance of participating in outreach and programming helps with bringing the museum to the community due to the lack of programming space. Many partnerships at the Museum have originated in outreach and programming. Over the past year staff continued to develop key relationships by participating in community festivals and events, hosting exhibitions, presenting talks, education programs, and hosting events. The partnerships and collaborations initiated during the year are varied in scope, institution and location, and support the museum's strategic direction.

Engagement and Programming

- Participated in over 30 events reaching over 6,210 direct contacts
- With the assistance of grant funding hired two museum programmers to assist in the delivery of summer programs
- Successful 100th anniversary tour of the Pierce Arrow Truck, on display in Buffalo (April – July 6), included a pop up exhibit, July 4 long weekend
- Bus Tour led by staff complimented Sublime Mr. Seagram exhibition
- Presented themed walking tours of Mount Hope Cemetery – 7 tours on 3 themes
- Hosted the students for "Mayor for the Day", presented 10 curriculum based school programs
- Hosted exhibition opening for the University of Waterloo Knowledge Integration exhibits
- Hosted a sold out event to attend, Seagram Cup Stakes event at Woodbine Track attended by members of the Seagram family
- 10th Anniversary at City of Waterloo Museum. Cake for the public at the museum and at the Mayor's Oktoberfest lunch
- Participated in City Arts and Culture initiative: Lumen

- Participation in the Service Centre's annual open house
- Oktoberfest Parade & Mayor's Luncheon
- Walking tours for Kitchener Collegiate Institute
- Staff went into the classroom to launch the Veterans project with high school students from Kitchener Collegiate & Bluevale SS.

Community Groups & Partners

- University of Waterloo Knowledge Integration students and staff
- Seagram Family
- Woodbine Entertainment
- Ingenium – Canada Agriculture and Food Museum
- Ken Seiling, Waterloo Region Museum – Going Places, A Taste of Science
- University of Waterloo Archive and Special Collections– Sublime Mr. Seagram
- Excelsior Fencing – March Break
- Waterloo United Soccer – March Break
- Canadian Baseball Hall of Fame and Museum
- Luther Village on the Park– regular contributor to Village Voice Newsletter
- Adult Rec Centre – regular guest speaker
- Hospice –regular guest speaker
- Waterloo-Wellington Museums & Galleries Network

Summary of Performance

The partnerships and collaborations initiated during the year are varied in scope and location. The Museum reached out to other institutions and developed strong relationships through creative projects that formed dynamic partnerships and networks nationally and internationally with benefits for all parties.

Over the past four summers, I have had the chance to engage with the community, contribute to future projects, and assist with ongoing exhibitions. I created content for, and conducted several cemetery tours at Mount Hope cemetery, tying in our exhibit on the legacy of J.E. Seagram. I also spent a great deal of time tracking down Waterloo's WWI veterans for our upcoming Veterans' Salute exhibit. On top of this, I also presented the findings to a grade 10 class at Bluevale Collegiate, giving each of them a veteran to research. This laid down the groundwork for what will become a much larger community project, recognizing our community's veterans and the lives they lived.

Colin Wintle, Museum Generalist

For me, 2019 saw growth in our outreach programming, the folks we went to talk to were excited to see us again and eager for a “new” story. It was a pleasure to bring to the forefront again the story of the Seagram Family and its impact on the growth of Waterloo as a community; an important story which for some people was simply a reminder and for others was a tale they had never heard before. On the other side of that was to see first-hand, the impact the Seagram

exhibit had on Seagram family members who too had forgotten or never fully understood their family's place in Waterloo history. It was a rewarding year.

Libby Walker, Engagement & Community Programming Specialist



**STAFF REPORT
Community Services**

Title: Large Street Gatherings
Report Number: COM2020-007
Author: Mark Dykstra, Commissioner, Community Services,
Adam Lauder, Executive to the CAO
Meeting Type: Committee of the Whole Meeting
Council/Committee Date: March 2, 2020
File: N/A
Attachments: Appendix 1 – Large Street Gatherings Taskforce Final
Report
Ward No.: All Wards - City Wide

Recommendation:

1. That Council receive report COM2020-007.
2. That Council direct the Town & Gown Committee to advance monitoring and implementation of the Large Street Gathering Final Report recommendations.
3. That Waterloo City Council thanks the Large Street Gathering Task Force members for their commitment and dedication to completing the Large Street Gatherings final report dated March 2, 2020 and further that the Task Force be dissolved.

A. Executive Summary

This report provides Council with the final taskforce report on large street gatherings. The taskforce report provides 12 recommendations to address the trajectory of large street gatherings currently associated with St. Patrick's Day and Ezra Homecoming.

As an extension of the Town and Gown Committee, the Mayor of the City of Waterloo put into action this task force in 2018, to determine what strategic action is needed by all community agencies and partners to mitigate the risks and growth of unsanctioned street gatherings. At the time of creation, it was recognized that recommendations by the task force would take several years to fully implement. The task force is primarily focused on changes that could be made for St. Patrick's Day 2020 and beyond, with a goal of significantly altering the trajectory of these events in the next 1-3 years.

The task force recognizes the operations team is a multi-agency committee operating independently of the task force. The operations team is successfully managing the large street gatherings, and will continue to do so as a highly professional committee of emergency operations experts.

The task force recognizes this issue is unique to post-secondary cities like Waterloo, and that the local operations team has successfully maintained public safety to date through sound planning. However, these large gatherings are now at a scale where safety of attendees is at risk. With safety being the recognized priority by the task force, significant change is needed.

These large gatherings pose significant safety risks to the community, do not enhance community cohesion, divert resources from other community needs (including emergency response needs) and are negatively impacting the image of all stakeholders and attendees.

The task force has identified 12 recommendations that are needed to be acted on in order to stop the street gatherings from occurring. These 12 recommendations fall under 4 themes, being:

- Theme 1 – Operational Excellence
- Theme 2 – Culture Change
- Theme 3 – Community Impact
- Theme 4 – Ongoing Initiatives

The 12 recommendations have been deliberately structured to respond to the “Key Problems” and “Key Decision Criteria” found in Appendices B, C and D respectively.

As a multi-faceted and complex problem, the task force understands that all 12 recommendations need to be acted on to eliminate the street parties. This issue has been aptly described as a “wicked problem”, and in order to appropriately address this problem, all available tools need to be deployed.

B. Financial Implications

The recommendations within the task force report will lead to a reduction in the financial burden for all partners. In order to achieve the goal of large street gatherings stopping, an initial increase in spending may be required by all partners (in kind and/or direct).

Most significantly, the task force has identified the need for a comprehensive communications plan (recommendation # 10) associated with these events. This recommendation will require approximately \$100,000 to implement. The University of Waterloo, Conestoga College and Wilfrid Laurier University have all agreed to contribute toward this initiative. It is expected that the City will contribute a maximum of \$10,000 from current operating budgets.

C. Technology Implications

There are no technology implications associated with this report.

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)

This work supports the Healthy Community & Resilient Neighbourhoods and Economic Growth & Development pillars of the City's 2019-2022 Strategic Plan by facilitating post-secondary student integration with the broader community, and by building relationships with key stakeholders and community collaborators

E Previous Reports on this Topic

COM2019-026 Large Public Gatherings Update

F. Approvals

Name	Signature	Date
Author: Mark Dykstra		
Author: Adam Lauder		
Commissioner: Mark Dykstra		
Finance: N/A		

CAO

APPENDIX 1

Large Street Gatherings

Task Force Final Report

March 2, 2020

Executive Summary

This report provides recommendations to address the trajectory of unsanctioned public gatherings associated with St. Patrick's Day and Ezra Homecoming. As an extension of the Town and Gown Committee, the Mayor of the City of Waterloo created this task force in 2018 (see Appendix A for the Terms of Reference) to determine what strategic action is needed by all community agencies and partners to mitigate the risks and growth of unsanctioned public gatherings (UPGs). At the time of creation, it was recognized that recommendations by the task force would take several years to fully implement. The task force is primarily focused on changes that could be made for 2020 and beyond, with a goal of significantly altering the trajectory of these events in the next 1-3 years.

The task force recognizes this issue is unique to post-secondary cities like Waterloo, and that the multi-agency operations team has successfully maintained public safety to date through their sound planning. However, these large street gatherings are now at a scale where safety of attendees is at risk. Beyond the inherent safety risks for attendees, these large gatherings pose significant safety risks to the community, do not enhance community cohesion, divert financial and human resources from other community needs (such as homelessness, opioid and substance abuse issues) and are negatively impacting the image of all stakeholders and attendees.

The task force has undertaken a multi-pronged research program, which has included an academic literature review, an academic survey of students pre and post the 2019 St. Patrick's Day event, student focus groups (world café), a community survey as well as neighbourhood consultation. Results of that program were identified in the Interim Report released in September 2019.

Through engagement undertaken with students, it is clear that these large gatherings are viewed as a rite of passage / tradition, which will make it more difficult to shift the street culture surrounding these events. To be effective at changing the culture, the taskforce believes it will be critical to utilize a collaborative, multi-faceted approach, with a strong communication plan that focusses on peer to peer messaging/influence.

The task force has identified 12 recommendations that are needed to be acted on in order to stop the street gatherings from occurring. These 12 recommendations fall under 4 themes, being: Operational Excellence, Culture Change, Community Impact, and Ongoing Initiatives.

The 12 recommendations have been deliberately structured to respond to the Key Problems and Key Decision Criteria found in Appendices B, C and D respectively.

The task force believes that all 12 recommendations need to be acted on in order to realize the goal of no street gatherings occurring in the future. This issue has been aptly

described as a “wicked problem”, and in order to appropriately address this problem, all available tools need to be deployed.

To drive successful implementation, a total of 41 “actions” have also been assigned to the recommendations. Success will be largely dependent on the collective ability to move these recommendations and associated actions forward.

Acknowledgements

Participants on the Task Force were:

Name	Title	Organization
Mark Dykstra*	Commissioner of Community Services	City of Waterloo
Tom Berczi*	Superintendent - Operational Support Division	Waterloo Regional Police Service
Aimee Calma, Scot Wyles	President	Conestoga Students Inc.
Brenda Cassidy	Director, Corporate Communications	Conestoga College
James Craig	Chair	Town and Gown Committee
Shawn Cruz, Skye Nip	Associate Vice President, University Affairs	Wilfrid Laurier University Students' Union
Ian Muller	Director, Policy, Research & Advocacy	
D'Arcy Delamere**	Lecturer	University of Waterloo (School of Accounting & Finance)
Benjamin Easton, Jas Dhillon Matthew Gerrits	Municipal Affairs Commissioner Vice President, Education	Waterloo Undergraduate Student Association
Richard Eibach	Associate Professor and Associate Chair – Undergraduate Affairs	University of Waterloo
Sandra Hanmer	Councillor	City of Waterloo
Catherine Heale	Manager, Governance and Corporate Projects	Grand River Hospital
Leanne Holland-Brown Antonio Araujo Carleen Carroll	Dean of Students Vice President (Acting), Finance and Administration Assistant Vice President, External Relations	Wilfrid Laurier University
Adam Lauder	Executive Officer to the Chief Administrative Office	City of Waterloo
Ellen Menage Kathy Bazinet	Executive Director President & CEO	Wilfrid Laurier University Graduate Students' Association
Chris Read	Associate Provost, Students	University of Waterloo
Larry Richardson	Representative	MacGregor Albert Community Association

Name	Title	Organization
Naima Samuel	President	University of Waterloo Graduate Student Association
Jill Schitka	Program Director, Emergency Department	Grand River Hospital
John Shewchuk	Chief Managing Officer	Waterloo Catholic District School Board
Steve Van Valkenburg	Chief	Region of Waterloo Paramedic Services

*Task Force Co-Chair

**Taskforce Facilitator

A note on Leanne Holland-Brown:

Unfortunately, during the term of the task force, Leanne Holland-Brown passed away. She had an impact on all members, and her tremendous spirit propelled the task force through some difficult conversations. Our thoughts go out to her friends and family as well as the broader WLU community.

1.0 Evolution and Trajectory of Unsanctioned Public Gatherings

Unsanctioned street gatherings in communities with post-secondary institutions are growing in Canada and abroad. Cities, police, paramedic and by-law departments are responding to events that are increasing in scope and scale. Neighbourhoods are increasingly experiencing impacts of these events, as these gatherings directly impact quality of life. The growth of these unsanctioned public gatherings has required municipal responses, and the taskforce is aware of a number of other Ontario municipalities that are reviewing how to best manage these events.

Locally, St. Patrick's Day and Ezra Avenue Homecoming are the largest unsanctioned public gatherings, both of which result in a street party on Ezra Avenue and surrounding area.

Waterloo Regional Police Service has been tracking the St. Patrick's Day crowd size since 2015, and Homecoming crowd size since 2017:

Year	St. Patrick's Day Crowd Size	Ezra Homecoming Crowd Size
2015	5,000-7,000	Not tracked
2016	10,000	Not tracked
2017	14,500	9,000
2018	22,000	14,000
2019	33,000	4,700

The trajectory of these events is leading to a number of key issues moving forward:

- Other than WLU 2019 Homecoming, crowd densities for these events have been approaching critical levels, with the streets being physically unable to accommodate the growing crowds. This is placing risks on the attendees and emergency service providers. At the crowd density levels seen for St Patrick's Day 2019, even minor disruptions in the crowd can have significant effects on crowd safety. In such a scenario, emergency service providers will likely not be able to control the crowd or maintain safety.
- The growing crowd size is lending itself to crimes of opportunity within the crowd and at house parties. The crimes leave lasting impacts on individuals.
- While the majority of attendees are local, the events are attracting attendees from other Ontario communities.
- Costs are increasing to unsustainable levels. For example, annual combined costs of St. Patrick's Day and Ezra Avenue Homecoming were approximately \$750,000 for service providers (police, paramedic and city) in both 2018 and 2019. With no current avenue to recover these costs, taxpayers throughout the region are paying for these events.
- Public safety is being impacted, as service providers are diverting their resources to these events and away from the rest of the community. Response times for the remaining community could be impacted, should these events continue to grow.
- Local neighbourhoods are being impacted by the crowds. Property damage, noise, litter and other nuisances are increasing during these events, which are negatively impacting surrounding neighbourhoods.
- The image of the community, city, post-secondary institutions and emergency responders is at significant risk. This was seen during Orientation Week 2019 where over 1,000 students gathered on Ezra Avenue and lit fire to a couch on the street. This particular event garnered significant media coverage, with a decidedly negative tone directed at WLU students.

2.0 Task Force Research

The taskforce has undertaken a robust research program to gain a wide variety of perspectives and develop a deep understanding of factors influencing these large gatherings. This research has included a world café to gain student perspectives, an academic literature review, a pre and post survey of attendees of the gatherings, eliciting comments from the neighbourhood, and an online survey for anyone interested in participating. The findings from this research were discussed in detail in the Interim Report released in September 2019. A brief synopsis is provided below:

Students

1. Attendees recognize these large gatherings as a rite of passage/iconic event(s) and/or tradition.
2. The size of the events is attractive to attendees and evokes a sense of collective enthusiasm.

3. In the lead-up to these large gatherings, many local students are approached by out-of-town acquaintances for a place to stay. As an example, the task force heard directly from a student that her 5-bedroom apartment had 30 guests stay over for St. Patrick's Day 2019.
4. Messages around the risks of attending these larger gatherings are not being taken seriously, or reaching student social media feeds/other media.

Neighbourhood

5. The majority within the neighbourhood believe these larger gatherings should be shut down.
6. The majority within the neighbourhood believe the financial burden should be placed on those responsible for these large gatherings.
7. The large gatherings have negative impacts on private property.

Broader Public

8. It appears that the broader public is mixed on what should be done, with 48% of EngageWaterloo survey respondents indicating the gatherings should either be commercialized or sanctioned.
9. The broader public appears to view unsanctioned street gatherings negatively, with 69% indicating they are either expensive burdens or a community nuisance.
10. There may be opportunities to introduce charities, not for profits and other groups to promote wellness at these events.

Task Force Ideation & Evaluation

The task force has considered every comment received, as well as all information gleaned from its research program. All ideas have been assessed against the Key Decision Criteria (Appendix B), with multiple options being considered and consultation having occurred with a broad range of stakeholders. Further, the task force has understood, from the operational group associated with these large street gatherings, how various pilots have performed for Ezra Homecoming 2019. This work has been instrumental in arriving at a set of recommendations to stop the large street gatherings.

3.0 Recommendations

The task force has identified 12 recommendations that are needed to be acted on in order to stop the street gatherings from occurring. These 12 recommendations fall under 4 themes, being:

- Theme 1 – Operational Excellence
- Theme 2 – Culture Change
- Theme 3 – Community Impact
- Theme 4 – Ongoing Initiatives

The 12 recommendations have been deliberately structured to respond to the “Key Problems” and “Key Decision Criteria” found in Appendices B, C and D respectively.

The task force believes that all 12 recommendations need to be acted on in order to realize the goal of no street gatherings occurring in the future. This issue has been aptly described as a “wicked problem”, and in order to appropriately address this problem, all available tools need to be deployed.

To drive successful implementation, “actions” have also been assigned to each recommendation. Success will be largely dependent on the collective ability to move these recommendations and associated actions forward.

Below are the 12 recommendations and corresponding 4 themes.

THEME 1 - OPERATIONAL EXCELLENCE

Significant efforts have been made by emergency responders and others to coordinate efforts to effectively manage crowds on Ezra Avenue. These efforts have resulted in other jurisdictions seeking to learn from our effective coordination.

The task force has been pleased with the early successes to date, particularly surrounding day-of operations. Having Guelph, Waterloo, Laurier and McMaster hold their Homecoming on the same day in 2019 resulted in a significant drop in attendance on Ezra Avenue. The security pods and fencing were also a significant effort that may have refocused the on-street energy. These items in particular should be expanded for future events.

The task force recognizes that the operations team is a multi-agency committee operating independently of the mandate of the task force. The operations team is successfully managing the large street gatherings, and will continue to do so as a highly professional committee of emergency operations experts.

To ensure success in the future, it is imperative for all partners to continue the progressive coordination efforts in a manner that evolves with needs on Ezra and surrounding streets.

Recommendation 1 - Operational Excellence

Continue and enhance progressive coordinated planning for unsanctioned street gatherings, with a focus on decreasing crowd sizes and reducing risks to public safety.

- 1.1 Led by the Waterloo Regional Police Service and the City of Waterloo, continue with, and expand where possible, the use of successful pilot initiatives and other innovative crowd management strategies to reduce crowd size and density.

- 1.2 All post-secondary institutions in the Region should participate in the coordinated operational planning process.

THEME 2 - CULTURE CHANGE

Beyond ongoing operational excellence, altering the trajectory of these events requires a fundamental culture change. The efforts to change the culture need to be multi-faceted, and delivered by many partners.

In order to achieve the goal of the street gatherings no longer occurring, significant efforts need to be directed at changing the nature of events which drive the gatherings. Specifically, celebrations around St Patrick's Day and Ezra Homecoming need to reflect the community's expectation that such celebrations will be peaceful, responsible, and not include street gatherings.

Given that attendees are primarily those affiliated with or have local connections with local universities and Conestoga College, post-secondary institutions have a particularly important role in shifting internal culture to one of respect for the surrounding community.

In order to have lasting impact, local students should be involved in helping find lasting solutions to ensure such gatherings do not occur. Efforts such as annual ideation competitions are envisioned in order to create that lasting impact.

Recommendation 2 - Change the Nature of the Event

Currently, St. Patrick's Day and Ezra Homecoming generate the street parties. These street gatherings are seen as entitlements for young adults, or a rite-of-passage. These celebratory days need to shift focus toward responsible celebration, community wellness and involvement of social not-for-profits such that street parties are not expected.

- 2.1 WLU, UW and Conestoga College should recognize that their students attend these street gatherings, and that their students also invite friends from out of town. In conjunction with Recommendations 3 & 4, engagement with the student bodies should occur to eliminate the expectation for a street gathering, with a focus on responsible celebration via sanctioned events (such as WLU's sanctioned homecoming events) or at private residences and licensed establishments.
- 2.2 WLU, UW and Conestoga College should undertake a campaign to further educate attendees on the harmful impacts of large street gathering and abuse of alcohol and other substances.
- 2.3 WLU should engage its current students and alumni on what Ezra Homecoming should and should not entail. While not sanctioned by the University, there is currently

an expectation by participants that Homecoming will lead to a street gathering. WLU should take steps to end this expectation for its students and alumni.

- 2.4 WLU should share the outcomes of their Homecoming review with the Town & Gown Committee.
- 2.5 WLU, UW and Conestoga College should seek opportunities to engage social not-for-profits and community-oriented organizations during events such as St Patrick's Day, Homecoming and Orientation, with a lens on attendees learning from and potentially giving back to such groups.
- 2.6 WLU should seek opportunities to hold wellness fairs around events such as Homecoming.
- 2.7 Waterloo Mayor should host an annual meeting of post-secondary school Presidents to discuss large street gatherings.
- 2.8 Waterloo Mayor should engage local school board Trustees to discuss large street gatherings.

Recommendation 3 - Institutional Culture

Post-secondary institutions need to shift the party culture to one of community respect, even when celebrating events on campus, in private residences, or in licensed establishments. Existing Strategic Plans within respective institutions should guide this work.

- 3.1 Led by WLU, UW and Conestoga College, internal engagement should occur that focusses on responsible ways to celebrate events. This engagement should be direct, multi-faceted, and have a goal of reaching as many students as possible on an annual basis.
- 3.2 WLU, UW and Conestoga College should ensure mechanisms exist to effectively deal with negative student behaviours that may arise from attending these large gatherings.
- 3.3 WLU, UW and Conestoga College should review existing operations to ensure no actions are indirectly supporting street party culture.
- 3.4 WLU should continue operational review of Homecoming that reduces desirability of street parties specifically with respect to Homecoming but also incorporating concepts that could be applied to St Patrick's Day and Orientation.
- 3.5 Post-secondary and secondary school institutions should strengthen messaging (including student orientation messaging) around being a responsible community member.

Recommendation 4 - Student Solutions

A comprehensive, multi-institutional program is needed to allow students to further identify and implement solutions to meeting the goal of no street gatherings.

- 4.1 WLU, UW and Conestoga College should formalize programs that actively engage students to further identify and implement solutions that meet the task force's goal. These could include multi-disciplinary problem solving events, Pitch Competitions, course projects, case competitions and other events/activities that seek student involvement in creating implementable solutions.
- 4.2 Each institution should actively support implementation of student led/created solutions through co-ordination with other stakeholders and report back to the Town and Gown Committee on their student engagement activities and resulting programs.

THEME 3 - COMMUNITY IMPACT

The street gatherings have annual impacts on emergency responders and the community. The trajectory of the events will be most successfully changed if it is supported by a shift in the financial burden, so that taxpayers are not covering the bulk of the costs for these gatherings.

Efforts also need to be directed at advocating for legislative improvements that would allow the best possible response to the street gatherings. Currently, municipal by-law enforcement cannot require individuals to produce identification when being issued an infraction. This results in individuals providing inaccurate personal identification, and ultimately, not being held responsible for their actions or the resulting fines.

Over the long term, there may be an opportunity for the City and Laurier to work on re-planning the neighbourhood to be predominantly institutional in function. This could include closure of the municipal streets.

Landlords have been clear that they are looking for support as to how they can address crowding in their units during these street gatherings. The City has a role to play in providing that information.

Recommendation 5 – Reduce the Financial Burden

Post-secondary institutions and their student bodies need to engage with emergency responders to reduce, and eventually eliminate, the taxpayer costs to manage street gatherings.

- 5.1 Emergency responders and other agencies that are incurring significant costs should engage directly with WLU, UW and Conestoga College, to explore opportunities to reduce these ongoing costs.
- 5.2 WLU, UW and Conestoga College, as well as their student associations, should provide direct and/or in-kind support toward the communications and other plans to reduce costs (see recommendation # 10).

- 5.3 A joint event budgeting process involving the City of Waterloo and local post-secondary institutions should be used to find efficiencies in procurement and asset deployment.
- 5.4 Led by the Waterloo Regional Police Service and in partnership with local post-secondary institutions, a review should be conducted to determine the most cost-efficient and effective manner of deploying police, university and private event security services.
- 5.5 As a short term funding mechanism, the City should continue to lobby the province to increase heads and beds allocations. As post-secondary institutions do not pay local property taxes, but rather the Province provides municipalities with a \$75/student "Heads and Beds" allocation, this Heads and Beds funding allocation, which has not changed in 30 years, should be increased to recognize the significant costs these gatherings place on local taxpayers.

The task force understands that costs will likely increase in the short term, as operational teams seek to further manage crowds. This is particularly relevant for St Patrick's Day events, given the uncertainty around crowd growth for this event. The task force anticipates that the reduction of costs, particularly around Ezra Homecoming, will help to offset the increased costs for emergency responder budgets.

Recommendation 6 - Advocacy

A systematic, multi-partner advocacy strategy at a provincial level must be utilized to promote the cessation of a street gathering at all times of the year.

- 6.1 Recognizing the ongoing work of stakeholder professional associations, each stakeholder should advocate with their peers at a provincial level to emphasize the need to end large unsanctioned gatherings, through implementation of best practices and new change initiatives/trends.
- 6.2 The City should engage with the Ontario Town and Gown Association in order to harmonize approaches in applicable Ontario municipalities.
- 6.3 The City should engage with the Association of Municipalities of Ontario and other municipalities on legislative improvement sought (see recommendation #7 below).
- 6.4 WLU and UW should engage with the Council of Ontario Universities in order to harmonize approaches across Ontario's University system.
- 6.5 Conestoga College should engage with the Colleges of Ontario in order to harmonize approaches and/or share best practices across Ontario's College system.
- 6.6 WRPS should continue to engage with the Ontario Chiefs of Police to share best practices regarding operational approaches.
- 6.7 WLU, UW and Conestoga College student unions should engage with the Ontario Undergraduate Student Alliance and the College Student Alliance to share best practices.

Recommendation 7 - Legislative Improvements

The City needs to lobby the province for changes that will enhance municipal enforcement's capabilities during operations. Overall impacts associated with large street gatherings should be considered when advancing legislative and community safety provisions.

7.1 Led by the City, the province should be lobbied on a range of matters to provide municipal enforcement with enhanced tools to effectively enforce City by-laws. These should include:

- a. Providing municipalities with the authority to create community safety zones during designated times, which would provide for increased fines for certain types of by-law violations associated with street gatherings.
- b. Seek powers to allow for municipal by-laws to place an onus on a person, being charged with a by-law violation, to produce valid personal identification for the purposes of the by-law charge being commenced.
- c. Increasing the legislative tools available to collect on defaulted municipal by-law fines, in order to provide for an increased measure of accountability

7.2 The City of Waterloo should look at enhancements to its public nuisance regulations to provide for a process whereby house parties can be registered beforehand, to support a safer environment for celebrations.

Recommendation 8 - Change the Built Form

The City and WLU should explore the opportunity to replan/redesign the Ezra/Bricker neighbourhood as a mixed-use, predominantly institutional area, with a pedestrian focus. There may be potential for the public road network to be closed through this redesign.

8.1 During the City's next Official Plan Review (launching in 2020), the City should engage with WLU and other landowners on the desirability of allowing institutional growth in the Ezra/Bricker neighbourhood.

8.2 WLU should consider diversifying the neighbourhood, and broadening the housing stock to include non-students and mature students.

Recommendation 9 - Landlord Education

Landlords on and adjacent to Ezra Avenue should be provided material on methods to manage overcrowding during peak days, both inside and outside of their buildings.

9.1 The City should educate landowners and other stakeholders on the unique risks from overcrowding on peak days, and the benefits of using fencing during these peak days to control their property.

- a. WLU and private landlords should collaborate on joint fence procurement around peak days.

- b. The City should host an annual landlord information session on responsibilities regarding crowding, parties and property maintenance.

THEME 4 - ONGOING INITIATIVES

To ensure the collective efforts are sustained, significant efforts need to be directed at communicating with potential attendees on the personal and community impacts of attending. The key peer-to-peer messaging needs to be multi-year in order to gradually impact the rite-of-passage mentality that currently surrounds the events.

The task force envisions the current level of collaboration will continue between partners until the street gatherings cease. While this collaboration will primarily take place through the Town and Gown Committee and operations groups, there may be a need for other ad hoc meetings into the future.

Finally, the task force believes a research program should be undertaken to understand the success of the efforts to have the street gatherings cease.

Recommendation 10 - Comprehensive Communications Plan

A multi-faceted, comprehensive communications plan is needed that targets all relevant audiences, includes peer-to-peer messaging on risks to attending street gatherings, and features an influencer campaign to maximize its reach.

Communications will be embedded within all other recommendations, and will be a key tool to integrate all activities.

- 10.1 Led by the City, a communication plan should be developed and implemented that adequately responds to students' current attitudes towards large street gatherings (e.g. "rite of passage", Fear of Missing Out, safety of the event, larger crowds are better etc.). The communications plan should target students, alumni, parents, local school boards as well as non-locals. A particular focus should be placed on using peer-to-peer messaging in a way that uses influencers, is authentic, focused on motivations for Gen Z, and highlights the impacts of attending.
- 10.2 WLU and UW should take a leadership role in engaging Council of Ontario Universities on provincial messaging.
- 10.3 Conestoga College should take a leadership role in engaging Colleges of Ontario on provincial messaging.
- 10.4 Messaging coming from hospitals and paramedics should be leveraged, as this messaging is impactful and authentic.

Recommendation 11 - Ongoing Collaboration

Taskforce partners will be needed as key implementers. Ongoing collaboration at least until the street gatherings cease, should be expected.

11.1 Led by the Town & Gown Committee, ongoing collaboration should occur with task force partners. As identified in this report, partners should be key implementers of recommendations.

Recommendation 12 - Measuring Outcomes

Use empirical research to determine the efficacy of our efforts, including whether motivations to attend are shifting, the trajectory of attendance and costs.

12.1 Led by the Town & Gown Committee, implementation of these recommendations should be monitored on an annual basis.

- a. Report to City Council and other governing bodies on a not less than annual basis.

12.2 Led by the Town & Gown Committee, opportunities to partner with academic institutions/professors/researchers should be sought to undertake rigorous academic research regarding the underlying motivations for attendance, and opportunities to influence those motivations.

4.0 Accountability, Next Steps & Timing

Accountability, Next Steps & Timing

As it relates to the 12 recommendations, the following table identifies specific roles for task force member organizations.

Table 1: Responsibilities for Driving Change

Initiative	Lead	Key Collaborators
Operational Excellence	WRPS	City, Paramedics, WLU, UW, Conestoga College
Change Nature of Event	WLU, UW, Conestoga College	Student Unions
Institutional Culture	WLU, UW, Conestoga College	Student Unions
Student Solutions	WLU, UW, Conestoga College	College
Shift Financial Burden	WLU, UW, Conestoga College	City, Student Unions
Advocacy	City	WRPS, WLU, UW, Conestoga College, Student Unions

Legislative Improvements	City	WRPS
Landlord Education	City	WLU, Landlord Association(s)
Comprehensive Communications Plan	City + Town & Gown Committee	WLU, UW, Conestoga College, Student Unions, WRPS
Ongoing Collaboration	Town & Gown Committee	All Partners
Measuring Outcomes	Town & Gown Committee	All Partners

While not specifically identified in Table 1, the task force understands that local school boards have a role in the Comprehensive Communications Plan and Student Solutions recommendations, as collaborators. Their involvement will help target senior high school students, a group that attends these gatherings.

Grand River Hospital also has a role, as a collaborator, in the comprehensive communications plan. There is an opportunity to continue the hospital's YouTube video series on the impacts of attending these events, as well as using their social media presence to push other messages.

This report will need to be presented to appropriate governing bodies over the spring of 2020. It is anticipated that the Town & Gown Committee will then be charged with monitoring progression on the recommendations contained within this report, and report to Waterloo City Council and others on an annual basis.

APPENDIX A
Terms of Reference -
Unsanctioned Public Gatherings Task Force

Mandate:

The Town & Gown Committee of the City of Waterloo has created an Unsanctioned Public Gatherings Task Force. The task force has been asked to assess the growth of unsanctioned public gatherings, understand the impact on the community and various community service providers, and to make recommendations and provide potential strategies to the task force agencies/groups on how such unsanctioned public gatherings can be appropriately managed.

Task Force Composition:

Representatives from the following agencies / groups will form the task force. The Task Force steering committee shall be co-chaired by Mark Dykstra (City of Waterloo) and Tom Berczi (Waterloo Regional Police Service).

- City of Waterloo (CoW)
- Waterloo Regional Police Service (WRPS)
- Region of Waterloo Paramedic Services
- Wilfrid Laurier University (WLU)
- Wilfrid Laurier University Student Union (WLUSU)
- Wilfrid Laurier University Graduate Student Association
- University of Waterloo (UW)
- Waterloo Undergraduate Student Association (WUSA)
- University of Waterloo Graduate Student Union (GSA)
- Conestoga College (CC)
- Conestoga College Student Union (CCSU)
- Town and Gown Committee (T&G)
- Waterloo Catholic District School Board
- Waterloo Region District School Board
- Grand River Hospital
- MacGregor Albert Community Association (MACA)

Task Force Role:

- The task force will meet quarterly at a minimum, and will receive information and create recommendations on ways to reduce, refocus and prevent any negative impacts of unsanctioned public gatherings. It is anticipated this task force will be operational for approximately 2 years with an understanding that implementation of its recommended strategies may take an additional three years.
- The task force will outline the challenges and benefits that unsanctioned public gatherings have on the community.

- The task force's work will include research on crowd science and will gather information on the experiences and strategies of other jurisdictions pertaining to unsanctioned public gatherings.

Communications

- Task force members will report to their governing bodies with the understanding that deliberations of the task force will be confidential until there is agreement, within the task force, that information can be released to the public. As needed, the Co-chairs will speak on behalf of the task force.

APPENDIX B

Key Problems and Key Decision Criteria

The following was approved by the taskforce on November 20, 2018.

Key Problems

The task force believes the 4 key problems associated with unsanctioned public gatherings are:

1. **Public Safety** – the safety of attendees, emergency responders and the broader community is at risk during these events due to very large and dense crowds congregating, the potential for incidents occurring that may result in injuries (from minor to major injuries, including the potential loss of life) and the reduced capacity of emergency services to effectively serve the rest of the community.
2. **Reputational Risk** – Some of the behaviours at unsanctioned public gatherings do not reflect the values of our community or its institutions. These behaviours create reputational risk for all stakeholders.
3. **Cost** – Costs are escalating, and are not sustainable. Further, costs are currently borne by service responders, which is not an appropriate model.
4. **Crowd Behaviour** – While most attendees are respectful, there are issues with crowd behaviour that need to be addressed, including unlawful activities and the attitude of attendees legitimizing such gatherings.

Key Decision Criteria

The task force recognized the following key decision criteria will guide the process of analyzing identified options:

1. **The approach enhances community & personal safety**
2. **The approach creates peer – driven culture change**
3. **The approach is cost-effective, financially sustainable, and operationally feasible**
4. **The approach yields positive outcomes for stakeholders collectively**

The task force also recognized that each option will need:

- Progress tracking: Indicators will need to be selected to ensure we're able to track progress.
- Communications: Key messages will need to be developed and communicated by all major stakeholders in a consistent manner. Communications will need to be easily understood and match the proposed approach.

APPENDIX C
RECOMMENDATIONS & KEY DECISION CRITERIA

Recommendation	Key Decision Criteria			
	Enhances Community & Personal Safety	Creates Peer-driven Culture Change	Cost Effective, Financially Sustainable, Operationally Feasible	Yields Positive Outcomes for Stakeholders Collectively
Operational Excellence	√		√	√
Change the Nature of the Event	√	√	√	√
Institutional Culture		√	√	√
Student Solutions	√	√		
Shift the Financial Burden			√	
Advocacy	√	√	√	√
Legislative Improvements	√		√	√
Change the Built Form	√		√	
Landlord Education	√			√
Comprehensive Communications Plan	√	√		√
Ongoing Collaboration	√	√		√
Measuring Outcomes				√

**APPENDIX D
RECOMMENDATIONS & KEY PROBLEMS**

Recommendation	Key Problems			
	Public Safety	Reputational Risk	Cost	Crowd Behaviour
Operational Excellence	√	√	√	√
Change the Nature of the Event	√	√	√	√
Institutional Culture	√	√	√	√
Student Solutions	√	√	√	√
Shift the Financial Burden			√	
Advocacy	√	√	√	√
Legislative Improvements	√		√	√
Change the Built Form	√	√	√	√
Landlord Education	√			√
Comprehensive Communications Plan	√	√	√	√
Ongoing Collaboration	√	√	√	√
Measuring Outcomes	√	√	√	√

APPENDIX E TASK FORCE INTERIM REPORT

See the September 9, 2019 [Interim Report](#) for findings from the World Café, Academic Literature Review, EngageWaterloo Survey as well as Public Comments. The Interim Report begins on page 32 of the link above.

February 19, 2020
C04-30

Sent via e-mail to olga.smith@waterloo.ca

Ms. Olga Smith
City of Waterloo
100 Regina Street,
Waterloo, ON N2J 4A8

Dear Ms. Smith:

Re: 2020 Planning and Works Project Team Membership

Planning and Works Committee at their meeting held February 11, 2020 appointed Regional Councillors to various Planning and Works project and study teams. The involvement of elected officials has always made a significant and positive impact on the successful completion of these projects and the Regional Municipality of Waterloo would like to extend an invitation for local municipalities to participate.

Listed below are the projects associated with your local municipality. Please forward at your earliest convenience the name of the local Councillor interested in participating on the project team(s).

Westmount Road Improvements, Glasgow Street to Erb Street Design 2020 - 2022 Construction 2023	Kitchener / Waterloo	Jim Erb 1 Local Councillor (Kitchener) 1 Local Councillor (Waterloo)
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Please refer to Report TES-20-01/PDL-20-01, dated February 11, 2020 for a complete list of 2020 Project Teams, enclosed for your information.

Regards,

A handwritten signature in purple ink, appearing to read "Rudy".

Jessica Rudy
Council/Committee Support Specialist
JR/hk

cc (via e-mail): T. Schmidt, Commissioner, Transportation & Environmental Services
R. Regier, Commissioner Planning, Development & Legislative Services

Region of Waterloo

Transportation and Environmental Services

Planning, Development and Legislative Services

Commissioner's Office

To: Chair Tom Galloway and Members of the Planning and Works Committee

Date: February 11, 2020 **File Code:** C04-30/PWC/CORR

Subject: 2020 Project Team Membership

Recommendation :

That the Regional Municipality of Waterloo appoint Regional Councillors to the project and study teams as requested in Report TES-20-01/PDL-20-01, dated February 11, 2020;

And that the Regional Municipality of Waterloo forward the requests for area Councillor representatives on project and study teams to the Area Municipalities.

Summary: Nil.

Report:

Major projects or studies have been directed, for many years, by multi-disciplinary project teams which have usually included one or more Regional or Area Municipal Councillors. The involvement of elected officials has always made a significant, positive impact on the successful completion of these projects. These committees and project teams are distinct from formal advisory committees of Council (e.g. Active Transportation Advisory Committee).

A list of ongoing major projects and studies to be undertaken in 2020, including the current political or stakeholder representatives on each group, is provided in Appendix A. The project timelines noted are based on the 2020 Capital Programs.

Those projects and studies which do not already have and would most benefit from political representative(s) are noted in the table below. These are typically projects which may have high public interest and/or significant implications for the Region.

In addition to the projects listed below, participation by Councillors on any of the project teams noted in Appendix A is welcomed. After appointing appropriate Regional Councillors to these teams, it is recommended that this list be forwarded to the appropriate Area Municipalities to provide them an opportunity to appoint their Councillors to some of the project teams.

No.	Description	Area Municipality	Suggested Council Representative
49.	Westmount Road Improvements, Glasgow Street to Erb Street Design 2020 - 2022 Construction 2023	Kitchener / Waterloo	1 Regional Councillor 1 Local Councillor (Kitchener) 1 Local Councillor (Waterloo)
50.	Pinebush Road Reconstruction, Franklin Boulevard to Townline Road Design 2020 – 2023 Construction - 2024	Cambridge	1 Local Councillor
51.	Arthur Street Improvements, South Street to Kenning Place, Elmira Design 2020 Construction 2021	Woolwich	1 Local Councillor
52.	Line 86 Improvements, Listowel Road to Sloman Line, Wallenstein Design 2020 – 2021 Construction 2022	Woolwich	1 Local Councillor (Woolwich) 1 Local Councillor (Mapleton Township)
53.	Lancaster Street–Grade Separation Study–Victoria Street to Wellington Street Design 2020 – 2022 Construction - TBD	Kitchener	1 Regional Councillor 1 Local Councillor
54.	Trussler Road Widening Bleams Road South to Hwy 7/8 Design 2020 – 2023 Construction 2024	Kitchener	1 Regional Councillor 1 Local Councillor

No.	Description	Area Municipality	Suggested Council Representative
55.	Fairway Road Reconstruction, King Street to Manitou Drive Design 2020 – 2023 Construction 2024	Kitchener	1 Regional Councillor 1 Local Councillor
56.	Westmount Road Widening, Fischer-Hallman Road to Block Line Road Design 2020 – 2022 Construction 2022	Kitchener	1 Regional Councillor 1 Local Councillor
57.	Weber Street Reconstruction, Hwy 8 On-Ramp to Fergus Avenue Design 2020 – 2022 Construction 2022	Kitchener	1 Local Councillor
58.	Bleams Road, Strasburg Road to Manitou Drive Design 2020 – 2022 Construction 2022	Kitchener	1 Local Councillor
59.	Water Street – Concession to Ainslie Street Design 2020 – 2023 Construction 2024 - 2025	Cambridge	1 Local Councillor
61.	Baden and New Hamburg Master Plan Update	Baden	1 Local Councillor Suggest: Les Armstrong
62.	Wellesley Water Supply and Wastewater Master Plan	Wellesley	1 Local Councillor Suggest: Joe Nowak

Corporate Strategic Plan:

The involvement of Regional Councillors on Regional Project Teams is consistent with the Strategic Focus Area Five: Responsive and Engaging Public Service which ensures that the Region enhances opportunities for public engagement, input and involvement in Region of Waterloo initiatives.

Financial Implications

The costs for the various projects outlined in Appendix A to Report TES-18-04/PDL-18-02 are included in each Division budget.

Other Department Consultations/Concurrence: Nil

Attachments: Appendix A – Planning and Works – Project Teams - 2020

Prepared and Approved By:

Thomas Schmidt, Commissioner, Transportation and Environmental Services

Rod Regier, Commissioner, Planning, Development and Legislative Services

Planning And Works – Project Teams – 2020			
No.	Description	Area Municipality	Political/Stakeholder Representative
General			
Steering Committees			
1.	King Victoria Transit Hub Steering Committee	Kitchener	Karen Redman Tom Galloway Elizabeth Clarke Sean Strickland Berry Vrbanovic Geoff Lorentz Sarah Marsh
2.	Rapid Transit Steering Committee	Kitchener Waterloo Cambridge	Karen Redman Tom Galloway Geoff Lorentz Elizabeth Clarke Sean Strickland Karl Kiefer
3.	Waterloo Region Housing Master Plan Steering Committee	Kitchener Waterloo Cambridge	Karl Kiefer Dave Jaworsky Elizabeth Clarke Joe Nowak Geoff Lorentz
4.	Airport Master Plan Steering Committee		Karen Redman Tom Galloway Berry Vrbanovic Sandy Shantz Helen Jowett Michael Harris
5.	Regional Official Plan Steering Committee		Karen Redman Helen Jowett Joe Nowak Tom Galloway Michael Harris

Planning And Works – Project Teams – 2020			
No.	Description	Area Municipality	Political/Stakeholder Representative
Transportation			
6.	Separated Bike Lane Network Pilot Project	Region	Tom Galloway
7.	Ad-hoc Region Noise Policy Review Committee	Region	Geoff Lorentz Sean Strickland Karen Redman
Design and Construction			
8.	McQueen Shaver Boulevard a) Water Street to Franklin Boulevard Construction ongoing in 2020 b) Franklin Boulevard to Dundas Street Design 2020 – 2024 Construction 2025 - 2026	Cambridge	None Required at this time
9.	Franklin Boulevard Widening – Clyde Road to Avenue Road Construction ongoing in 2020	Cambridge	None Required at this time
10.	Northumberland Street /Stanley Street, Swan Street to Rail Tracks Construction ongoing in 2020	North Dumfries	Sue Foxton Rod Rolleman
11.	River Road Extension, King Street to Manitou Drive Construction in 2020-2025	Kitchener	None Required at this time
12.	Weber Street Improvements, Benjamin Road to King Street Design in 2020-2022 Construction in 2023	Waterloo	Fred Redekop Angela Vieth Jeff Henry

Planning And Works – Project Teams – 2020			
No.	Description	Area Municipality	Political/Stakeholder Representative
13.	Weber Street Improvements Forwell Creek Road to Northfield Drive Construction in 2020 - 2022	Waterloo	Jeff Henry Angela Vieth
14.	Ottawa Street Improvements, Imperial Drive to Pattondon Drive Construction Ongoing in 2020	Kitchener	None Required at this time
15.	Bridge Street Improvements, Woolwich Street to University Avenue Design in 2020 - 2021 Construction in 2022 - 2023	Kitchener Waterloo	None Required at this time
16.	Church Street Improvements, Arthur Street to Spruce Lane, Elmira Design in 2020 - 2021 Construction in 2022	Woolwich	None Required at this time
17.	Ainslie Street Reconstruction, Walnut Street to Parkhill Road and Parkhill Road Reconstruction, Ainslie Street to Water Street Design in 2020-2021 Construction in 2022 - 2023	Cambridge	Jan Liggett
18.	Dundas Street Improvements, Franklin Boulevard to Hespeler Road, Cambridge Construction 2020 – 2023	Cambridge	Jan Liggett
19.	Sawmill Road Improvements, King Street to Waterloo / St Jacobs Tracks Construction 2020	Woolwich	Scott McMillan
20.	Highland Road Improvements, Highland Hills Mall Entrance to Trussler Road Construction 2020 – 2022	Kitchener	Geoff Lorentz Bil Ioannidis
21.	King Street Reconstruction, Bishop Street to Eagle Street Construction Ongoing in 2020 – 2021	Cambridge	Karl Kiefer

Planning And Works – Project Teams – 2020			
No.	Description	Area Municipality	Political/Stakeholder Representative
22.	Ottawa Street Reconstruction, Alpine Road to Fischer-Hallman Road Design 2020 Construction 2021 – 2023	Kitchener	Paul Singh
23.	Fountain Street Widening, Maple Grove Road to Kossuth Road Design 2020 - 2024 Construction 2025 – 2026	Cambridge	Karl Kiefer Donna Reid (alt. M. Mann)
24.	Myers Road Reconstruction Branchton to Water Street Design 2020 Construction 2021 – 2023	Cambridge	Shannon Adshade
25.	Bridgeport Road/Caroline Street, King Street to Erb Street Construction 2020 – 2021	Waterloo	Tenille Bonoguore
26.	Victoria Street Reconstruction, Lawrence Avenue to Fischer Hallman Road and Westmount Road, Victoria Street to Glasgow Street Design 2020 - 2021 Construction 2022 – 2023	Kitchener	Margaret Johnston
27.	Fischer Hallman Road Widening, Plains Road to Bleams Road Construction 2020-2025	Kitchener	Tom Galloway Kelly Galloway-Sealock
28.	Erb Street Improvements Fischer Hallman Road to Wilmot Line Design 2019 Construction 2020 - 2021	Waterloo	Sandra Hanmer

Planning And Works – Project Teams – 2020			
No.	Description	Area Municipality	Political/Stakeholder Representative
29	Weber Street Reconstruction, Borden Avenue to Queen Street Construction ongoing in 2020	Kitchener	Sarah Marsh
30.	Snyder's Road, Foundry Street to <u>Gingerich Road</u> Design 2020 Construction 2021 - 2022	Wilmot	Barry Fisher
31.	Ottawa Street Reconstruction, Highway 7 to West of Charles Street Construction 2020 – 2021	Kitchener	Sarah Marsh
32.	King Street Improvements, Central Street to University Avenue Design in 2020 Construction 2021 and 2022	Waterloo	None required at this time
33.	Fountain Street North Improvements, Hwy 401 to Cherry Blossom Road Construction in 2022 - 2023	Cambridge	None Required at this time
34.	Fischer-Hallman Road Widening EA – Columbia Street to Westmount Road Class EA and Design 2020 Construction 2021 – 2022	Waterloo	Jim Erb Royce Bodaly
35.	Bleams Road Widening, Strasburg Road to Fischer-Hallman Road Design 2020 Construction 2021 – 2022	Kitchener	Tom Galloway Kelly Galloway-Sealock
36.	Victoria Street Resurfacing, Kitchener/Woolwich Boundary to Bruce Street Design 2023 Construction 2025	Kitchener	Scott Davey

Planning And Works – Project Teams – 2020			
No.	Description	Area Municipality	Political/Stakeholder Representative
37.	Lancaster Street Reconstruction, Wellington Street to Bridgeport Road Design 2020 Construction 2021 – 2023	Kitchener	Sarah Marsh
38.	University Avenue - Albert Street to Weber Street- Bike lanes EA and Design 2020 – 2022 Construction 2023	Waterloo	Dave Jaworsky Jeff Henry
39.	Fairway Road Reconstruction and Widening – Lackner Blvd. to King Street Design 2020 – 2022 Construction 2023 -2024	Kitchener	Tom Galloway Dave Schnider
40	King Street Reconstruction – Hwy 401 to Freeport Bridge and Sportsworld Drive Reconstruction from King to Gateway Design 2020 Construction 2020 -2023	Kitchener	John Gazzola
41.	Bleams Road, Fischer-Hallman Road to Trussler Road Class EA and Design 2020 - 2022 Construction 2023	Kitchener	Kelly Galloway- Sealock
42.	Pedestrian/Cycling Bridge over Highway 7/8 connecting Chandler Drive to Avalon Place Design - 2020 Construction 2021	Kitchener	Geoff Lorentz
43.	University Avenue, Bridge Street to Lincoln Road Design 2020 - 2021 Construction 2021	Waterloo	Diane Freeman

Planning And Works – Project Teams – 2020			
No.	Description	Area Municipality	Political/Stakeholder Representative
44.	Maple Grove Road, Fountain Street to Hespeler Road Class EA and Design 2020 – 2022 Construction 2022 - 2027	Cambridge	Karl Kiefer Donna Reid
45.	Katherine Street Reconstruction, Lundy Road to Cox Creek Bridge, Village of Winterbourne Design 2020 – 2022 Construction 2023	Woolwich	Larry Shantz
46.	Eagle Street Reconstruction Concession Street to King Street Design 2020 – 2023 Construction 2024	Cambridge	Mike Mann
47.	Scheifele Bridge Replacement Northfield Drive Design 2020 – 2022 Construction 2023	Woolwich	Larry Shantz
48.	Franklin Boulevard Widening, Saginaw Parkway to Can-Amara Parkway Design 2020 – 2023 Construction 2024 - 2025	Cambridge	Nicolas Ermeta
49.	Westmount Road Improvements, Glasgow Street to Erb Street Design 2020 - 2022 Construction 2023	Kitchener / Waterloo	1 Regional Councillor 1 Local Councillor (Kitchener) 1 Local Councillor (Waterloo)

Planning And Works – Project Teams – 2020			
No.	Description	Area Municipality	Political/Stakeholder Representative
50.	Pinebush Road Reconstruction, Franklin Boulevard to Townline Road Design 2020 – 2023 Construction – 2024	Cambridge	1 Local Councillor
51.	Arthur Street Improvements, South Street to Kenning Place, Elmira Design 2020 Construction 2021	Woolwich	1 Local Councillor
52.	Line 86 Improvements, Listowel Road to Sloman Line, Wallenstein Design 2020 – 2021 Construction 2022	Woolwich	1 Local Councillor (Woolwich) 1 Local Councillor (Mapleton Township)
53.	Lancaster Street – Grade Separation Study – Victoria Street to Wellington Street Design 2020 – 2022 Construction - TBD	Kitchener	1 Regional Councillor 1 Local Councillor
54.	Trussler Road Widening, Bleams Road South to Hwy 7/8 Design 2020 – 2023 Construction 2024	Kitchener	1 Regional Councillor 1 Local Councillor
55.	Fairway Road Reconstruction, King Street to Manitou Drive Design 2020 – 2023 Construction 2024	Kitchener	1 Regional Councillor 1 Local Councillor
56.	Westmount Road Widening, Fischer-Hallman Road to Block Line Road Design 2020 – 2022 Construction 2022	Kitchener	1 Regional Councillor 1 Local Councillor

Planning And Works – Project Teams – 2020			
No.	Description	Area Municipality	Political/Stakeholder Representative
57.	Weber Street Reconstruction, Hwy 8 On-Ramp to Fergus Avenue Design 2020 – 2022 Construction 2022	Kitchener	1 Local Councillor
58.	Bleams Road, Strasburg Road to Manitou Drive Design 2020 – 2022 Construction 2022	Kitchener	1 Local Councillor
59.	Water Street – Concession to Ainslie Street Design 2020 – 2023 Construction 2024 - 2025	Cambridge	1 Local Councillor
Water Services			
Advisory Committees			
60.	Source Water Protection Liaison Committee		Helen Jowett Elizabeth Clarke
Water and Wastewater Supply Studies and Pre-design			
61.	Baden and New Hamburg Master Plan Update	Baden	1 Local Councillor Suggest: Les Armstrong
62.	Wellesley Water Supply and Wastewater Master Plan	Wellesley	1 Local Councillor Suggest: Joe Nowak
Water Supply – Studies and Pre-Design			
63.	Wilmot Centre Monitoring Program and Public Liaison Committee	Wilmot	Les Armstrong

Planning And Works – Project Teams – 2020			
No.	Description	Area Municipality	Political/Stakeholder Representative
64.	Pinebush Well G5 Salt Impact Assessment Study ongoing into 2019	Cambridge	None Required at this time
65.	Middleton System Manganese treatment Conceptual Design	Cambridge	None required at this time
66.	Wells K50s Manganese Treatment Upgrades Class EA	Kitchener Wilmot	None required at this time
67.	Cambridge Zone 3 Water Supply Class EA	Cambridge	Helen Jowett Frank Monteiro
68.	New Dundee Manganese Treatment Upgrades Class EA	Wilmot	None Required at this time
69.	Erb Street Wells Manganese Treatment Upgrades Class EA	Waterloo	None Required at this time
Water Supply – Design and Construction			
70.	Zone 4 Trunk Watermain Construction ongoing 2020	Kitchener	None Required at this time
71.	William Street and Strange Street Water Supply Upgrades Construction ongoing 2020 – 2022		Geoff Lorentz Debbie Chapman
72.	Cambridge New Zone 1W Water Supply Construction 2020 – 2021	Cambridge	Karl Kiefer
73.	Waterloo North Upgrades Design 2020 Construction 2021 – 2022	Waterloo	None Required at this time
74.	Mannheim WTP ASR Stage 1A Construction 2020 – 2021	Kitchener	None Required at this time

Planning And Works – Project Teams – 2020			
No.	Description	Area Municipality	Political/Stakeholder Representative
Wastewater Supply – Studies and Pre-design			
75.	Spring Valley Pumping Station Class EA	Kitchener	Tom Galloway Scott Davey
Wastewater – Design and Construction			
76.	Kitchener Wastewater Treatment Plant Upgrades Construction ongoing in 2020 – 2029	Kitchener	Geoff Lorentz John Gazzola
77.	New Hamburg Waste Water Treatment Plant Expansion Construction ongoing in 2020	Baden / New Hamburg	Les Armstrong Barry Fisher
78.	Galt Process Upgrades Construction ongoing 2020 – 2023	Cambridge	None Required at this time
79.	Galt, Kitchener and Waterloo WWTPs Co-Generation Construction Ongoing in 2020		None Required at this time
80.	Hespeler WWTP Upgrade Construction ongoing 2020 - 2022	Cambridge	None Required at this time
81.	Operational Biosolids Storage Galt and Waterloo Wastewater Treatment Plants Design 2020 Construction 2021 - 2022	Cambridge Waterloo	None Required at this time

From: Darren Carter <Darren.Carter@waterloo.ca>
Sent: Tuesday, January 28, 2020 9:25 AM
To: Linda Vandenakker <Linda.Vandenakker@waterloo.ca>
Subject: Invitation: 54th International Children's Games - Kecskemet, Hungary

Hi Linda,

The KW International Children's Games has asked me to pass this along in case Mayor Jaworsky would be interested in attending. It is in regards to representing the City of Waterloo at the 54th International Children's Games taking place in Kecskemet, Hungary this summer (Jun 30 – Jul 5, 2020).

As a City Representative/VIP, the Mayor will gain access to the VIP events during the Games. Accommodations and meals will be provided. Attached is the official "Guide to Entry" which may provide additional insight around hospitality, transportation, uniforms and costs, etc.

Important dates to note:

Feb. 10, 2020 – Apr. 15, 2020	Registration available on-line
June. 30, 2020	Arrival of delegations
Jul. 1, 2020	Pre-competition trainings / Opening Ceremonies
Jul. 2-4, 2020	Competitions / Cultural events and visits
Jul. 4, 2020	Final Competitions / Closing Ceremony
Jul. 5, 2020	Departure of delegations

It is common for a gift to be presented Mayor to Mayor at these Games – if you could help to facilitate this piece, it would be most grateful.

Should Mayor Jaworsky not be available to represent our City at the Games, it would be acceptable to extend the invitation to members of Council.

If there are any additional questions, please don't hesitate.



Darren Carter
Coordinator, Sports & Recreation
Community Services – City of Waterloo
100 Regina St. S.
PO Box 337, Station Waterloo
P: 1.519.747.8647 x.78647
E: darren.carter@waterloo.ca





“Neither height,
nor depth deters us!”



Kecskemét



GUIDE TO ENTRY

54th International Children's
Games 2020
Kecskemét City



WELCOME TO KECSKEMÉT!



It is our honour to host all the participants of the 54th International Children's Games in the city of traditions, culture, Art Nouveau, festivals and sports.

"Neither height, nor depth deters us!" says our motto, and we believe this may be true not only for the people having lived in this city for more than 650 years, but also for the athletes taking part in the Games in Kecskemét.

On behalf of the leaders and citizens of Kecskemét Municipality I wish every athlete to compete at their best, to experience the greatness in being a fair player, to enjoy every minute of sports, leisure time and fun, as well as our hospitality, happiness and vitality.

Klaudia Szemerey
Mayor of Kecskemét City





More than a game!

Timeline for participation



25th October, 2019	<i>Sending out the invitations to all Cities Payment starts for ICG Participation Fee</i>
15th January, 2020	<i>Deadline for confirmation of Intent to participate and entry by number and sport Deadline for payment of ICG Participation Fee</i>
10th February, 2020	<i>Start of on-line registration</i>
15th April, 2020	<i>Deadline of on-line registration</i>
30th June, 2020	<i>Arrival of delegations</i>
1st July, 2020	<i>Pre-competition trainings Opening Ceremony</i>
2nd – 4th July	<i>Competitions</i>
4th July, 2020	<i>Closing Ceremony</i>
5th July, 2020	<i>Departure of delegations</i>

Event schedule



30th June, 2020	<i>Arrival of delegations</i>
1st July, 2020	<i>Joint Technical Meeting, separate technical meetings for all the sports. Meeting of Heads of Delegations Pre-competition training sessions Opening Ceremony</i>
2nd July, 2020	<i>Competitions Cultural events and visits</i>
3rd July, 2020	<i>Competitions Cultural events and visits</i>
4th July, 2020	<i>Final competitions Judo Joint Training Session Closing Ceremony</i>
5th July, 2020	<i>Departure of delegations</i>

Classification description



Delegation

A city delegation is made up of athletes, coaches, head delegate and city representative (often the Mayor). Each delegation may consist of maximum 24 (18 athletes) and minimum of 10 (7 athletes). Athletes of both genders should be represented in all City delegations.

Participants (Athletes: up to 18)

Participating athletes must reside or attend school in the city in which they represent.

Athletes/participants must be 12 years old by the 1st of January, in the year of the Games, and must still be 15 years old on 31st December, in the year of the Games.

Sports Coaches (up to 4)

Sports Coaches will be the lead contact for their nominated sport. They have the responsibility for ensuring the welfare of participants. There must be one coach responsible for each sport and a nominated head coach for the team. As there should be athletes of both genders, each city must ensure that their coaches also represent both genders.

Additional coaches for team sports are welcome at delegations' expense (subject to room availability). This will need to be registered and paid for before 15th April, 2020.

Coaches will stay at athletes' accommodation for the duration of the Games.

Head of Delegation (HOD – 1 person)

The Head of Delegation is the main contact with the Organizers during the Games. They will also be responsible for ensuring the registration of their city, for meeting deadlines and for organizing their city delegation during the Games. HOD will stay at Athletes' accommodation for the duration of the Games.





City Representatives / VIP (1 free of charge, 1 other only at visiting city's expense)

As City Representative/ VIP, this individual will gain access/ tickets to the VIP events during the Games. They will be allocated accommodation at a VIP hotel, including breakfast (at the hotel), lunch (at the sports venues) and evening meals (at the hotel/ event).

There is an opportunity for a visiting city to fund ONE additional City Representative/ VIP (subject to room availability). This will need to be registered and paid for before 15th April, 2020.

City guests

City guests are welcome and will gain access/ tickets to the VIP events during the Games. They will be allocated accommodation, including breakfast (at the hotel), lunch (at the sports venues) and evening meals (at the hotel/ event), subject to room availability. This will need to be registered and paid for before 15th April, 2020.

Visitors / Supporters

Visitors such as parents, family members, chaperones etc are at their own or participating city's expense.

We welcome everyone to visit Kecskemét 2020 International Children's Games.

For more information on tourism about Kecskemét, please, visit the following websites:

www.icg2020kecskemet.hu

*Please, contact **visit@icg2020kecskemet.hu** for more details or assistance.*





Colour up the future!



Guidelines



Athletes of both genders should be represented in all City delegations.

At least 1 male coach for male participants and at least 1 female coach for female participants. There must be one coach responsible for each sport. One coach must be nominated Head Coach. Cities are requested to ensure a balance between numbers of male/female participants in general.

Registration

Cities will receive an invitation to participate in the Games. Upon acceptance of this invitation and payment of the ICG Participation Fee, they will be provided with login and password details for the registration process. Registration opens on 10th February, 2020 and closes on 15th April, 2020; these deadlines will be strictly enforced.

Insurance

Insurance is the responsibility of the visiting city. Travel and medical insurance are a requirement in registering and participating in Kecskemét ICG.

Hospitality

During the 54th International Children's Games, cost-free days for City Reps/ VIPs, Coaches and Athletes have been scheduled as follows:

First meal: evening meal Tuesday 30th June, 2020

(for early arrivals the lunch on Tuesday is possible upon request)

Last meal: breakfast Sunday 5th July, 2020

Accommodation

Check-in: Tuesday 30th June, 2020

Check-out: Sunday 5th July, 2020

We provide some affordable options for the cities wishing to arrive early and leave later; however, participating cities are responsible for booking their own options.

Please, contact: office@icg2020kecskemet.hu for more details or assistance.



Transport

Arrival of delegations: Tuesday 30th June, 2020

Departure of delegations: Sunday 5th July, 2020

Transport on arrival and departure from and to Liszt Ferenc International Airport Budapest will be provided free of charge according to the provided arrival departure times on the above mentioned dates. Please, fill in your exact travel information to the on-line registration form.

During the Games, there will be transportation to and from Official facilities, to/from Social Event venues.

Uniforms

It is a responsibility of each City to ensure their athletes are dressed in the appropriate uniforms and competition outfits as representatives of their City.

Costs

Upon arrival, City Representatives/ VIPs will be requested to guarantee their hotel rooms by credit card to the hotel. Any additional costs incurred by participants, e.g. phone calls and room services, must be personally settled with the hotel before the departure.

Heads of Delegations will be required to submit credit card details to the organizers as security against loss or damage to property. An amount of 500 Euros will be blocked on the account during the Games and it will be released 7 days after the Games, if no loss or damage occurred.

Dietary or other needs

Please, inform the organizers of any special dietary or other needs for your delegation upon registration, in order to ensure the appropriate arrangement in time for the event.





Sport and much more!

Council Meeting

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Payment



Upon receiving the formal invitation letter for participation, cities are required to pay a participation fee.

Member cities 500,00 Euros

(member cities are cities that have hosted the Games)

all other cities 750,00 Euros

This must be done by the above mentioned date and before starting the Registration Procedure.

The payment of participation fee can only be done by bank transfer.

Method of Payment



Beneficiary Name	Comité des Jeux Internationaux des Écoliers
Bank address	Banque Cantonale Vaudoise Case postale 300 CH-1001-Lausanne
Beneficiary Full Address	Heidelberger Landstr. 270A D-64297 Darmstadt Germany
Reference text (mandatory!)	"Your City name" and "Summer Games 2020"
IBAN Number	CH0200767000H53268666
BIC Number	BCVLCH2LXXX

Note: All remittance handling fees must be covered by the remitter. Failure to do so may result in a delay in city's registration. Any received fees that are not identifiable with the correct Text reference will not be accepted and not refunded. Payment of participation fees is mandatory before the deadline of invitation. The participation fee is nonrefundable.





www.icg2020kecskemet.hu



Be part of it!