



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



COUNCIL MEETING

Monday, June 13, 2022
10:00 AM

AGENDA

Councillor Bonoguore in the Chair

- 1. ROLL CALL**
- 2. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**
- 3. CLOSED MEETING**

Recommendation:

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

- a) a proposed or pending acquisition or disposition of land by the municipality or local board (potential acquisition of land); and
- b) advice that is subject to solicitor-client privilege, including communications necessary for that purpose (potential acquisition of land); and

- c) a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act; (MFIPPA s. 10 (Third Party) and s. 11 (Economic Interests)) (potential acquisition of land); and
- d) a position plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (potential acquisition of land).

COUNCIL MEETING WILL RECESS AND RECONVENE AT 2:00 PM

- 4. ROLL CALL**
- 5. TERRITORIAL ACKNOWLEDGEMENT**
- 6. MOMENT OF REFLECTION**
- 7. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**
- 8. APPROVAL OF MINUTES**

That the previous meeting minutes be approved.

- a) **May 16, 2022 – Council Meeting**

Page 8

Recommendation:

That the minutes of the Council meeting held on May 16, 2022 be approved as printed.

- 9. DELEGATIONS**
 - a) **Traffic and Safety Concerns on Alexandra Avenue**
David Gosset, Resident of Waterloo

10. CONSENT MOTION

That consent motion items (a) through (d) be approved.

- a) **Title:** [2022 First Quarter Health and Safety Report](#) **Page 22**
Report No.: CORP2022-029
Prepared By: Lisa Dunlop

Recommendation:

1. That Council receives this report for information.

- b) **Title:** [H-003 Workplace Violence Policy and Program](#) **Page 27**
Report No.: CORP2022-030
Prepared By: Lisa Dunlop

Recommendation:

1. That Council approves the attached H-003 Workplace Violence Policy and Program.

- c) **Title:** [H-010 Health and Safety Policy Statement](#) **Page 53**
Report No.: CORP2022-031
Prepared By: Lisa Dunlop

Recommendation:

1. That Council approves the attached H-010 Health and Safety Policy Statement and authorizes the Mayor and Chief Administrative Officer to sign the policy.

- d) **Title:** [Parks By-law Amendments](#) **Page 59**
Report No.: COM2022-020
Prepared By: Rhonda-Lee Fetterly

Recommendation:

1. That Council approve report COM2022-020.
2. That Council amend By-law 2014-077 to include amendments relevant to the prohibitions and uses in Parks.

11. ITEMS REMOVED FROM THE CONSENT MOTION

12. STAFF REPORTS

- a) **Title:** **Speed Management on Residential Streets** **Page 64**
Report No.: IPPW2022-017
Prepared By: Jenny Setterfield

Presentation: Jenny Setterfield

Recommendation:

1. That Council approve staff report IPPW2022-017;
2. That Council approve the implementation of a uniform speed of 40 km/h on all Class 4 (collector) and 5 (local) residential streets and 30 km/h in all school zones as per Option A contained in this report;
3. That Council approve the phased implementation plan over 4 years (2022-2025); and,
4. That Council receive the information for additional funding that will be requested as part of the 2023 capital budget process.

- b) **Title:** **Award of Tender RFT22-09 PB-72** **Page 85**
Replacement Old Lexington Road (Culvert and Watermain Replacement)
Report No.: IPPW2022-038
Prepared By: Jessica Brown

Recommendation:

1. That IPPW2022-038 be approved.
2. That 2023 capital funding in the amount of \$874,000 from ref. #544 be advanced to 2022 and approved for release.
3. That Council authorizes the reallocation and transfer of \$1,149,000 in capital funding to project #202072 from various capital projects, as detailed in Table 2 of this report.
4. That Council approves the award of RFT22-09 PB-72 Replacement Old Lexington Road (Culvert and Watermain Replacement) to Greenspace Construction Inc. for the submitted price of \$1,985,005.69 plus unrecoverable HST in the amount of \$34,936.10 for a total award value of \$2,019,941.79.
5. That the Mayor and Clerk be authorized to sign the Agreement between The Corporation of the City of Waterloo and Greenspace

Construction Inc., and any other documents related to this project, subject to the satisfaction of the City Solicitor.

c) Title: Alexandra Park - Award of RFT 22-11 Landscape Work Page 91

Report No.: COM2022-021
Prepared By: Kelly Harrington

Recommendation:

1. That Council approve report COM2022-021.
2. That Council approve additional funding for the Alexandra Park Expansion project in the amount of \$700,000, funded \$500,000 from the Parkland Dedication Reserve Fund and \$200,000 from the Tax Rate Stabilization Reserve Fund.
3. That Council approve the award of RFT 22-11 Landscape Works for Alexandra Park to 39 Seven Inc. for the submitted price of \$1,364,264.94 plus unrecoverable HST in the amount of \$24,011.06 for a total award value of \$1,388,276.00.
4. That the Mayor and Clerk be authorized to sign the agreement between the Corporation of the City of Waterloo and 39 Seven Inc, and any other documents related to this project, subject to the satisfaction of the City's Solicitor.

d) Title: Affordable Rental Housing Grant Program Page 99

Report No.: IPPW2022-022
Prepared By: Tanja Curic

Recommendation:

1. That Council approve the Affordable Rental Housing Grant Program, being Attachment 1 to IPPW2022-022.
2. That Council direct staff to create the implementation materials for the program.
3. That Council delegate to the Chief Administrative Officer the authority to issue grants under the Affordable Rental Housing Grant Program in accordance with Attachment 1 to IPPW2022-022.
4. That Council approve the release of \$200,000 in funding from Council's Community Priority and Contingency Reserve (Affordable Housing program) to the Affordable Rental Housing Grant Program.

Report No.: IPPW2022-015

Prepared By: Adam Lauder & Ric Martins

Recommendation:

1. That IPPW2022-015 be approved.
2. That Council request the Region of Waterloo modify its Land Needs Assessment to plan for a greater amount of population growth within the City of Waterloo in the Built-Up Area, and that Designated Greenfield densities be adjusted downward to be more closely aligned with contemporary greenfield developments in the City of Waterloo.
3. That Council requests that the Region of Waterloo increase the amount of employment jobs allocated to the City of Waterloo, and;
4. That Council further requests that the Region of Waterloo factor-in a broader range of employment types in the final Land Needs Assessment for the City of Waterloo.

13. CONSIDERATION OF NOTICE OF MOTION GIVEN AT PREVIOUS MEETING

None

14. NOTICE OF MOTION

None

15. COMMUNICATIONS AND CORRESPONDENCE

None

16. UNFINISHED BUSINESS

None

17. QUESTIONS

18. NEW BUSINESS

19. 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 2022-037 and that the Mayor and Clerk be authorized to sign them accordingly.

- a) By-Law to Amend By-Law Number 2014-077, Being a By-Law to Provide Regulation for Municipal Parks and to Provide a Process for the Authorization of Particular Uses Within Municipal Parks (COM2022-020, Council June 13, 2022).
- b) By-law to amend By-Law No. 2018-050, being a zoning by-law controlling land use in the City of Waterloo. Rezone the lands known municipally as 314, 316 Batavia Pl and 295, 297 Albert St from “(Holding) Residential Northdale 6” ((H)RN-6) to “(Holding) Residential Northdale 6” ((H)RN-6) with site specific provisions. (Zone Change Application Z-20-05, IPPW2022-028, Council May 30, 2022, 2744375 Ontario Ltd).
- c) By-law to amend By-Law No. 2018-050, being a zoning by-law controlling land use in the City of Waterloo. Rezone the lands known municipally as 314, 316 Batavia Pl and 295, 297 Albert St from “(Holding) Residential Northdale 6” ((H)RN-6) to “Residential Northdale 6” (RN-6). (Zone Change Application Z-20-05, IPPW2022-028, Council May 30, 2022, 2744375 Ontario Ltd).
- d) By-Law Establishing (Widening) a Public Highway in the City of Waterloo Known as William Street West (Committee of Adjustment B-22/20, Copper Bay)
- e) By-law to confirm all actions and proceedings of Council, June 13, 2022

20. ADJOURNMENT



A meeting of the Council of The Corporation of the City of Waterloo was held electronically on May 16, 2022 at 2:01 p.m. using Cisco WebEx video conferencing and streamed live via YouTube.



COUNCIL MEETING

Monday, May 16, 2022
2:01 PM

MINUTES - DRAFT

Councillor Henry in the Chair

1. ROLL CALL

At this time, Councillor Henry requested a roll call of the members of Council present and responding.

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

2. TERRITORIAL ACKNOWLEDGEMENT

Councillor Henry opened the meeting with the following Territorial Acknowledgement:

We would like to begin by acknowledging that the land on which we are gathering from today is the land traditionally cared for 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 their land today.

3. MOMENT OF REFLECTION

Councillor Henry provided Council with a moment of reflection.

At the beginning of this Council meeting, we pause to think about the needs of our community. May we show wisdom and compassion in all our decisions.

This past weekend, our US neighbours again experienced mass shootings. This all too familiar occurrence is heartbreaking. The loss of life is devastating and destroys the hopes and dreams of the victims and causes indescribable pain and anguish for families, friends and communities.

The shooting in Buffalo, one of our closest neighbours, was yet another hate-fuelled act of violence against innocent people, engaged in normal daily activities, including grocery shopping and working. These were good and innocent people, undeserving of any act of violence against them. They were targeted and murdered because the gunman didn't like their skin colour. This ongoing white supremacist violence must come to an end, not only in the US, but here in Canada and everywhere around the world.

On behalf of Council, I offer heartfelt condolences to the families and friends of the victims. We commit to calling out these senseless attacks for what they are and for taking the actions we can to help deter these senseless acts. We further call on governments everywhere to have the courage and strength to enact changes that help to deter these acts of violence so we may finally see a day when these attacks end.

Please join me in a moment of silence as we remember the victims.

4. 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.

5. APPROVAL OF MINUTES

That the previous meeting minutes be approved.

a) April 25, 2022 – Council Meeting

Moved by Councillor Hanmer, Seconded by Councillor Bodaly:

That the minutes of the Council meeting held on April 25, 2022 be approved as printed.

Councillor Henry requested a recorded vote.

Carried Unanimously
8 Voting in Favour
(MAYOR JAWORSKY)
(COUNCILLOR HANMER)
(COUNCILLOR BODALY)
(COUNCILLOR VIETH)
(COUNCILLOR FREEMAN)
(COUNCILLOR VASIC)
(COUNCILLOR HENRY)
(COUNCILLOR BONOBUORE)

6. CONSENT MOTION

That consent motion items (a) through (e) be approved.

- a) Title: Heritage Permit Application (HP2022-004)**
– 87 Albert Street
Report No.: IPPW2022-024
Prepared By: Benjamin Warrian
Michelle Lee

Moved by Councillor Vieth, seconded by Councillor Hanmer:

1. That Staff Report IPPW2022-024 be approved.
2. That Heritage Permit Application HP2022-004 be approved subject to the conditions outlined in Section 2.2 of IPPW2022-024

Councillor Henry requested a recorded vote.

Carried Unanimously
8 Voting in Favour
(MAYOR JAWORSKY)
(COUNCILLOR HANMER)
(COUNCILLOR BODALY)
(COUNCILLOR VIETH)
(COUNCILLOR FREEMAN)
(COUNCILLOR VASIC)
(COUNCILLOR HENRY)
(COUNCILLOR BONOBUORE)

**b) Title: 2021 Annual Statement of Parkland
Dedication and Section 37 Planning
Act Contributions**

Report No.: CORP2022-022
Prepared By: Angela Schneider

Moved by Councillor Vieth, seconded by Councillor Hanmer:

1. That Council receives CORP2022-022 regarding the 2021 Treasurer's Statement on Parkland Dedication (Cash in Lieu) and Section 37 Planning Act Contributions as information.

Councillor Henry requested a recorded vote.

Carried Unanimously
8 Voting in Favour
(MAYOR JAWORSKY)
(COUNCILLOR HANMER)
(COUNCILLOR BODALY)
(COUNCILLOR VIETH)
(COUNCILLOR FREEMAN)
(COUNCILLOR VASIC)
(COUNCILLOR HENRY)
(COUNCILLOR BONOBUORE)

**c) Title: 2021 Annual Statement of Development
Charges**

Report No.: CORP2022-012
Prepared By: Michael Pugliese

Moved by Councillor Vieth, seconded by Councillor Hanmer:

1. That Council receives CORP2022-012, regarding the 2021 Treasurer's Statement on Development Charges, as information.

Councillor Henry requested a recorded vote.

Carried Unanimously
8 Voting in Favour
(MAYOR JAWORSKY)
(COUNCILLOR HANMER)
(COUNCILLOR BODALY)
(COUNCILLOR VIETH)
(COUNCILLOR FREEMAN)
(COUNCILLOR VASIC)
(COUNCILLOR HENRY)

(COUNCILLOR BONOBUORE)

**d) Title: Commissioner Special Projects
Update - 2021**

Report No.: CORP2022-011

Prepared By: Dean Vieira

Moved by Councillor Vieth, seconded by Councillor Hanmer:

1. That Council receives CORP2022-011 as information.

Councillor Henry requested a recorded vote.

Carried Unanimously
8 Voting in Favour
(MAYOR JAWORSKY)
(COUNCILLOR HANMER)
(COUNCILLOR BODALY)
(COUNCILLOR VIETH)
(COUNCILLOR FREEMAN)
(COUNCILLOR VASIC)
(COUNCILLOR HENRY)
(COUNCILLOR BONOBUORE)

e) Title: 2021 Year End Investment Report

Report No.: CORP2022-006

Prepared By: Kim Reger

Moved by Councillor Vieth, seconded by Councillor Hanmer:

1. That Council receive the report CORP2022-006 as information.

Councillor Henry requested a recorded vote.

Carried Unanimously
8 Voting in Favour
(MAYOR JAWORSKY)
(COUNCILLOR HANMER)
(COUNCILLOR BODALY)
(COUNCILLOR VIETH)
(COUNCILLOR FREEMAN)
(COUNCILLOR VASIC)
(COUNCILLOR HENRY)
(COUNCILLOR BONOBUORE)

7. STAFF REPORTS

a) **Title: Development Charge & Community Benefits Charge Update**

Report No.: CORP2022-025

Prepared By: Michael Pugliese

Michael Pugliese introduced the presentation and the consultant. Stefan Krzeczunowicz, Associate Partner, Hemson Consulting Ltd. gave a presentation outlining the three-part study they completed, including an update to the Development Charges By-law, the new Community Benefits Charge strategy and how the new legislation affects it, and the updates to the Parkland Dedication By-law. They then responded to questions of Council. Filipa Reynolds also responded to questions of Council.

Councillor Vasic left the meeting. (Time: 2:19 p.m.)

Councillor Vasic returned to the meeting. (Time: 2:23 p.m.)

Councillor Vasic left the meeting. (Time: 2:46 p.m.)

Councillor Vasic returned to the meeting. (Time: 2:47 p.m.)

Moved by Mayor Jaworsky, seconded by Councillor Bodaly:

1. That CORP2022-025 be approved.
2. That Council direct Staff to proceed with developing the City's first ever Community Benefits Charge Strategy and draft by-law for approval in September 2022.

Councillor Henry requested a recorded vote.

Carried Unanimously
8 Voting in Favour
(MAYOR JAWORSKY)
(COUNCILLOR HANMER)
(COUNCILLOR BODALY)
(COUNCILLOR VIETH)
(COUNCILLOR FREEMAN)
(COUNCILLOR VASIC)
(COUNCILLOR HENRY)
(COUNCILLOR BONOBUORE)

b) Title: Allocation of 2021 Surplus
Report No.: CORP2022-007
Prepared By: Paul Hettinga

Moved by Councillor Freeman, seconded by Councillor Bonoguore:

1. That council approve report CORP2022-007.
2. That as part of report CORP2022-007 council acknowledges the actual 2021 COVID tax base deficit of \$3.3M, largely driven by lost recreation and municipal enforcement revenue due to the ongoing COVID-19 pandemic, and the COVID-19 related Enterprise deficit of \$0.737M, for a total 2021 COVID deficit of \$4.0M.
3. That as part of report CORP2022-0007 council acknowledges the \$5.7M in Federal / Provincial grant funds available for use in 2021, and directs staff to offset the 2021 COVID tax base deficit and Enterprise deficits with these available grant funds returning the city to a positive financial position for 2021.
4. That as part of report CORP2022-007 council acknowledges the 2021 Non-COVID tax base surplus of \$2.0M.
5. That Council approve 2021 year-end non COVID-19 surplus of \$2,023,745 to be allocated to the following reserves as per the Surplus Allocation Policy (Appendix A):
 - 1) \$200,000 to the RIM Park Investment Reserve
 - 2) \$911,873 to the Tax Rate Stabilization Reserve
 - 3) \$911,872 to the Capital Infrastructure Reinvestment Reserve
6. That Council approve any adjustments as a result of the year-end audit to the final surplus figure be transferred to the Tax Rate Stabilization Reserve (50%) and Capital Infrastructure Reinvestment Reserve (50%) in compliance with the Surplus Allocation Policy.

Councillor Henry requested a recorded vote.

Carried Unanimously
8 Voting in Favour
(MAYOR JAWORSKY)
(COUNCILLOR HANMER)
(COUNCILLOR BODALY)
(COUNCILLOR VIETH)
(COUNCILLOR FREEMAN)
(COUNCILLOR VASIC)

**(COUNCILLOR HENRY)
(COUNCILLOR BONOBUORE)**

- c) **Title:** **Financial Impact of COVID-19 – Update
Report #7 & 2022 Q1 Surplus-Deficit
Projection**
- Report No.: CORP2022-026
- Prepared By: Paul Hettinga
 Brad Witzel

Brad Witzel responded to questions of Council.

Moved by Councillor Vasic, seconded by Councillor Vieth:

1. That council approve report CORP2022-026.
2. That as part of report CORP2022-026 council acknowledges the projected 2022 COVID tax base deficit in the range of approximately \$2.1M largely driven by reduced recreation revenue due to the ongoing COVID-19 pandemic and the estimated COVID-19 related Enterprise deficit in the amount of \$0.5M, for a total projected COVID deficit of \$2.6M.
3. That as part of report CORP2022-026 council acknowledges the projected 2022 Non-COVID tax base surplus of approximately \$55,000.
4. That as part of report CORP2022-026 council acknowledges the \$1.7M in Federal / Provincial grant funds available for use in 2022, which will provide the City of Waterloo with partial assistance in dealing with the above projected 2022 COVID tax base deficit and Enterprise deficits resulting from COVID-19.
5. That council calls on the Federal and Provincial governments to renew municipal supports for ongoing COVID related assistance in 2022, given the City of Waterloo's estimated unfunded 2022 COVID deficit of \$1M.

Councillor Henry requested a recorded vote.

**Carried Unanimously
8 Voting in Favour
(MAYOR JAWORSKY)
(COUNCILLOR HANMER)
(COUNCILLOR BODALY)
(COUNCILLOR VIETH)**

(COUNCILLOR FREEMAN)
(COUNCILLOR VASIC)
(COUNCILLOR HENRY)
(COUNCILLOR BONOBUORE)

- d) **Title:** **2021 Review of Museum Operations**
Report No.: COM2022-017
Prepared By: Karen VandenBrink

Karen VandenBrink gave a presentation about Museum Month (May) and International Museum Day (May 18th), along with a review of past and upcoming exhibitions, collections, and programs, including the Waterloo's Rainbow History walking tour and the upcoming Hear Our Stories podcast.

Moved by Councillor Vieth, seconded by Mayor Vasic:

1. That Council receive this report as information.

Councillor Henry requested a recorded vote.

Carried Unanimously
8 Voting in Favour
(MAYOR JAWORSKY)
(COUNCILLOR HANMER)
(COUNCILLOR BODALY)
(COUNCILLOR VIETH)
(COUNCILLOR FREEMAN)
(COUNCILLOR VASIC)
(COUNCILLOR HENRY)
(COUNCILLOR BONOBUORE)

- e) **Title:** **City of Waterloo Museum Policy Review**
Report No.: COM2022-014
Prepared By: Karen VandenBrink
 Travis McCallum

Moved by Councillor Vieth, seconded by Mayor Vasic:

1. That Council approve report COM2022-014.
2. That Council approve the revised ten community museum policies that respond to the Provincial Community Museum Standards, attached to this report as Appendix A, and repeal all previous versions of the policies.

Councillor Henry requested a recorded vote.

Carried Unanimously
8 Voting in Favour
(MAYOR JAWORSKY)
(COUNCILLOR HANMER)
(COUNCILLOR BODALY)
(COUNCILLOR VIETH)
(COUNCILLOR FREEMAN)
(COUNCILLOR VASIC)
(COUNCILLOR HENRY)
(COUNCILLOR BONOBUORE)

- f) **Title:** **Award of RFP#21-25 for the Design
and Construction of Storage Buildings
at RIM Park and Fire Station #1**
- Report No.: COM2022-019
- Prepared By: Koohyar Samiee

Filipa Reynolds and Michael Pugliese responded to questions of Council.

Moved by Councillor Hanmer, seconded by Councillor Freeman:

1. That Council approve report COM2022-019.
2. That Council approve the additional capital funding for RIM Park storage in the amount of \$636,768 to be funded from the Development Charges Reserve Fund – Indoor Recreation.
3. That Council approve the additional capital funding for Fire storage in the amount of \$180,232 from the Development Charges Reserve Fund – Fire.
4. That Council approve the award of RFP#21-25 to Verly Construction Group Inc. for the submitted price of \$998,000.00 plus unrecoverable HST in the amount of \$17,564.80 for a total award value of \$1,015,564.80.
5. That Council express an intent to approve and fund the additional Development Charges for this project, including any applicable financing, to the extent allowable from the current and future Development Charges By-law, in accordance with section 5(1)(5) of the Development Charges Act and O.Reg. 82/98, section 5.
6. That the Mayor and Clerk be authorized to sign the Agreement between the Corporation of the City of Waterloo and Verly

Construction Group Inc., and any other documents related to this project, subject to the satisfaction of the City's Solicitor.

Councillor Henry requested a recorded vote.

Carried Unanimously
8 Voting in Favour
(MAYOR JAWORSKY)
(COUNCILLOR HANMER)
(COUNCILLOR BODALY)
(COUNCILLOR VIETH)
(COUNCILLOR FREEMAN)
(COUNCILLOR VASIC)
(COUNCILLOR HENRY)
(COUNCILLOR BONOBUORE)

g) Title: West Side Employment Lands Sale – Block 12
Report No.: CAO2022-001
Prepared By: Justin McFadden

Justin McFadden responded to questions of Council.

Moved by Mayor Jaworsky, seconded by Councillor Bodaly:

1. That Council approve staff report CAO2022-001 and that the lands municipally known as 980 Erb Street West, described as Part of Lot 41, German Company Tract; City of Waterloo; being Part of PIN 22684-5703 (LT) and being proposed Block 12 on draft plan of subdivision 30T-18401 having an area of 0.606 hectares (1.5 acres), be declared surplus.
2. That Council approve the conveyance of the said lands for \$784,000.
3. That the Mayor and Clerk be authorized to execute all documents to complete the transactions, subject to the satisfaction of the City Solicitor.
4. That Council approve the net proceeds from land sale be deposited into the Industrial Land Account Reserve (ILA), program #40433-West Side Lands.

Councillor Henry requested a recorded vote.

Carried Unanimously

8 Voting in Favour
(MAYOR JAWORSKY)
(COUNCILLOR HANMER)
(COUNCILLOR BODALY)
(COUNCILLOR VIETH)
(COUNCILLOR FREEMAN)
(COUNCILLOR VASIC)
(COUNCILLOR HENRY)
(COUNCILLOR BONOBUORE)

8. PUBLIC MEETINGS

Formal Public Meeting

- a) **Title:** **Zoning By-law Amendment Z-21-11,
Holding Removal Application, Part of
99-107 Roger Street, Reid's Heritage Homes**
- Report No.: IPPW2022-029
Prepared By: John Vos
Ward No.: Uptown, Ward 7

John Vos gave a brief overview of the report. He then responded to questions of Council.

Jeff Robinson, Director, Development Planning, Reid's Heritage Homes Ltd., responded to questions of Council.

As no one else was present to speak to the application, the Chair concluded the Formal Public Meeting and advised the application is now open to Council for a motion and debate.

Moved by Councillor Bonoguore, seconded by Councillor Freeman:

1. That Council approve report IPPW2022-029.
2. That Zoning By-law Amendment Z-21-11 (Holding Removal Application), Reid's Heritage Homes, for part of 99-107 Roger Street, be approved in accordance with Section 5 of IPPW2022-029.

Councillor Henry requested a recorded vote.

Carried Unanimously
8 Voting in Favour
(MAYOR JAWORSKY)
(COUNCILLOR HANMER)

(COUNCILLOR BODALY)
(COUNCILLOR VIETH)
(COUNCILLOR FREEMAN)
(COUNCILLOR VASIC)
(COUNCILLOR HENRY)
(COUNCILLOR BONOBUORE)

9. NEW BUSINESS

Councillor Vasic shared news of the Vermont Park Neighbourhood Association Imagine a Forest Garden event that occurred on April 24th, which had a variety of different activities and hosted special guest speaker and Indigenous seedkeeper TerryLynn Brant.

10. ENACTMENT OF BY-LAWS

Moved by Councillor Hanmer, seconded by Councillor Freeman:

That the By-laws listed below be read a first, second and third time and finally passed, numbered sequentially commencing with By-law Number 2022-033 and that the Mayor and Clerk be authorized to sign them accordingly.

- a) By-law 2022-033 By-law to amend By-Law No. 2018-050, being a zoning bylaw controlling land use in the City of Waterloo. Rezoning the easterly portion of the lands known municipally as 99-107 Roger Street to remove the holding (H) symbol. (Zone Change Application Z-21-11, IPPW2022-029, Council May 16, 2022, Reid's Heritage Homes).
- b) By-law 2022-034 By-law to confirm all actions and proceedings of Council, May 16, 2022

Councillor Henry requested a recorded vote.

Carried Unanimously
8 Voting in Favour
(MAYOR JAWORSKY)
(COUNCILLOR HANMER)
(COUNCILLOR BODALY)
(COUNCILLOR VIETH)
(COUNCILLOR FREEMAN)
(COUNCILLOR VASIC)
(COUNCILLOR HENRY)

(COUNCILLOR BONOBUORE)

11. ADJOURNMENT

Moved by Councillor Freeman, seconded by Mayor Jaworsky:

That the meeting adjourn.

(Time: 3:51 p.m.)

Councillor Henry requested a recorded vote.

Carried Unanimously
8 Voting in Favour
(MAYOR JAWORSKY)
(COUNCILLOR HANMER)
(COUNCILLOR BODALY)
(COUNCILLOR VIETH)
(COUNCILLOR FREEMAN)
(COUNCILLOR VASIC)
(COUNCILLOR HENRY)
(COUNCILLOR BONOBUORE)

READ AND APPROVED, June 13, 2022

Mayor

City Clerk



STAFF REPORT
Human Resources

Title: 2022 First Quarter Health and Safety
Report Number: Report CORP2022-029
Author: Lisa Dunlop
Council Date: June 13, 2022
File: N/A
Attachments: N/A
Ward No.: All

Recommendations:

1. That Council receives this report for information.

A. Executive Summary

1. Summary Incident Statistics – First Quarter 2022 (January to March)
(Reference: *Appendix A*, Figure 1a)

Seventeen (17) First Aid incidents were reported as a result of contact with objects, overexertion and slips, trips and/or falls. First aid incidents occur when an employee sustains a work-related injury or illness which requires first aid treatment only.

Two (2) Health Care incidents were reported as a result of contact with objects and a slip, trip and/or fall. Health Care incidents occur when an employee sustains a work-related injury or illness which requires external medical attention and/or modified duties beyond seven (7) days. Health Care incidents are reportable to the Workplace Safety and Insurance Board (WSIB).

Three (3) Lost Time incidents were reported as a result of contact with objects and exposures. Lost Time incidents occur when an employee sustains a work-related injury or illness which requires absence from the workplace beyond the date of injury. Lost Time incidents are reportable to the WSIB.

The number of incidents reported in the first quarter of 2022 are ten percent (10%) higher than in the first quarter of 2021, but the number of WSIB claims reported (i.e. higher severity incidents) were forty-four percent (44%) lower.

There were one-hundred and sixty-five (165) lost time days incurred in the first quarter which is a twenty-five percent (25%) increase from 2021, that is primarily attributed to

two (2) lost time claims which began in the fourth quarter of 2021. Lost time days occur when an employee is off work for a scheduled shift(s) past the date of injury. When an employee retires, the City no longer incurs lost time days but may incur WSIB lost time claims costs if the employee was previously locked into benefits until age sixty-five (65).

Forty-eight (48) of the lost time days in the first quarter of 2022, or twenty-nine percent (29%), were incurred as a result of presumptive claims. Presumptive claims refer to WSIB claims registered for specific illnesses that are presumed to be work-related due to the nature of work performed by the employee unless the contrary is shown. Within the context of the City, presumptive clauses apply to Fire Fighters who have been diagnosed with specific cancers, heart injuries or post-traumatic stress disorder.

There were one-hundred and twenty-four (124) transition days incurred in the first quarter of 2022, which is a significant increase when compared to 2021. Transition days occur when an employee is able to return to work but requires accommodation as a result of their work-related injury or illness. This increase is not of concern as providing transitional work mitigates costs associated with lost time claims and demonstrates the City of Waterloo's ongoing commitment to providing safe and suitable modified duties for injured or ill workers.

2. Summary Workplace Safety and Insurance Board (WSIB) Claim Costs – First Quarter 2022 (January to March)
(Reference: *Appendix B: Figure 1a*)

The City of Waterloo is a Schedule 2 Employer under WSIB and is individually responsible for the full cost of the claims filed by workers plus an annual administration fee. Unlike Schedule 1 Employers, Schedule 2 Employers are responsible for costs incurred for the life of a claim even if the worker is no longer employed at the City.

There was an eleven percent (11%) increase in total WSIB claims costs when comparing the first quarter of 2022 to 2021. Lost time costs decreased by five percent (5%), while the health care costs increased by sixty-eight percent (68%).

Contributors to the increase in health care costs include:

- WSIB speciality program costs in the amount of \$12,904;
- disability awards paid in the amount of \$11,026;
- hearing aid devices and services costs in the amount of \$6986 (payable for the employee's lifetime);
- community mental health program treatment in the amount of \$5,200; and,
- occupational therapy treatment in the amount of \$2,131.

Presumptive claims, including survivor benefits, continue to represent a significant portion of the City's WSIB claim costs. Sixty-four percent (64%) of the first quarter claims costs were incurred as a result of presumptive claims.

B. Financial Implications

Costs will be absorbed within the existing budget with the exception of presumptive WSIB costs, which are covered by the Sick Leave Reserve in accordance with policy FC-006 - staff will monitor future trends.

C. Technology Implications

Not applicable

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 quarterly health and safety report is aligned with the City's guiding principle of a healthy and safe workplace.

E. Previous Reports on this Topic

CORP2022-009 2021 Fourth Quarter Health and Safety Report

CORP2021-045 2021 Third Quarter Health and Safety Report

CORP2021-036 2021 Second Quarter Health and Safety Report

CORP2021-025 2021 First Quarter Health and Safety Report

CORP2021-005 2020 Fourth Quarter Health and Safety Report

CORP2020-055 2020 Third Quarter Health and Safety Report

CORP2020-047 2020 Second Quarter Health and Safety Report

CORP2020-031 2020 First Quarter Health and Safety Report

APPENDIX A: Summary Incident Statistics – First Quarter 2022 (January to March)

Figure 1a) Comparative Summary Incident Statistics (First Quarter and Year to Date, 2020-2022)

	First Quarter 2022	First Quarter 2021	Year-To-Date 2022	Year-To-Date 2021
First Aid (FA)	17	11	17	11
Health Care (HC) Claims	2	5	2	5
Lost Time (LT) Claims	3	4	3	4
Total Incidents	22	20	22	20
Total WSIB Claims	5	9	5	9
Presumptive Lost Time Days*	48	48	48	48
Other Lost Time Days*	117	84	117	84
Total Lost Time Days*	165	132	165	132
Total Transition Days*	124	87	124	87

*Lost Time Days and Transition Days have been rounded

First Aid totals include first aid incidents and health care/lost time claims that were either denied by WSIB or abandoned by worker.

Health care totals include approved and pending health care claims.

Lost time totals include approved and pending lost time claims.

APPENDIX B: Summary WSIB Claim Costs – First Quarter 2022 (January to March)

Figure 1a) Comparative Summary WSIB Claim Costs (First Quarter and Year-to-Date, 2020-2022)

	First Quarter Health Care \$	First Quarter Lost Time \$	First Quarter Subtotal \$	First Quarter Physician/ Admin Fees \$	First Quarter Total WSIB Claim Costs \$	Year-to-Date Total Claims Costs \$
Total Costs 2022	48,022	74,517	122,538	25,850	148,389	148,389
Presumptive Costs	23,922	54,200	78,122	16,171	94,293	94,293
Other Costs	24,100	20,317	44,417	9,679	54,096	54,096
Total Costs 2021	28,536	78,473	107,009	26,596	133,605	133,605
Presumptive Costs	5,296	44,895	50,192	12,347	62,539	62,539
Other Costs	23,240	33,578	56,817	14,249	71,066	71,066
Total Costs 2020	26,689	40,617	67,306	15,232	82,538	82,538
Presumptive Costs	11,209	37,085	48,294	10,721	59,015	59,015
Other Costs	15,480	3,532	19,012	4,511	23,523	23,523

*Costs have been rounded

Health care costs can include prescription medications, health care treatment, medical devices, and NEL (Non-Economic Loss) awards to compensate for a permanent impairment from a work-related injury or illness.

Lost time costs include loss of earnings benefits for approved lost time where the inability to work is a result of the work-related injury/disease and transitional work is not available. If an employee is locked into Loss of Earnings benefits by WSIB until age 65 and discontinues their employment prior to age 65, the City is responsible for the lost time costs but does not incur lost time days since the employee is no longer scheduled to work.

WSIB claim costs include all health care, lost time and physician/administrative costs associated with claims registered with WSIB by the City of Waterloo as an employer (including active employees and retirees). As a Schedule 2 employer, the City of Waterloo is compulsorily covered through a system of individual liability and must individually pay the total costs of benefits for their injured employees plus an administration fee.

Presumptive claim costs include all health care and lost time costs associated with claims registered with WSIB by the City of Waterloo as an employer, under the presumptive legislation (including active employees and retirees).



STAFF REPORT
Human Resources

Title: H-003 Workplace Violence Policy and Program
Report Number: CORP2022-030
Author: Lisa Dunlop
Council Date: June 13, 2022
File: N/A
Attachments: H-003 Workplace Violence Policy and Program
Ward No.: All

Recommendations:

1. That Council approves the attached H-003 Workplace Violence Policy and Program.

A. Executive Summary

In accordance with the Occupational Health and Safety Act, employers are required to prepare a policy with respect to workplace violence and review at least annually. As part of the City's 2022 annual review, there were minor editorial changes to the document.

B. Financial Implications

Not applicable

C. Technology Implications

Not applicable

D. Link to Strategic Plan

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

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

The *Workplace Violence Policy and Program* is aligned with the guiding principles of equity and inclusion, and, a healthy and safe workplace.

E. Previous Reports on this Topic

CORP2021-030 Workplace Violence Policy and Program

CORPORATE POLICY



Policy Title: **Workplace Violence Policy and Program**
Policy Category: **Human Resources**
Policy No.: H-003
Department: Corporate Services
Approval Date: December 18, 2013
Revision Date: June 13, 2022
Author: Human Resources
Attachments: N/A
Related Documents/Legislation:
Code of Conduct for Members of Council
Corporate Employee Code of Conduct and Ethics Policy
Corporate Health and Safety Policy
Corporate Respectful Behaviour Policy
Corporate Respectful Workplace Policy and Program
Corporate CCTV Protocol and Procedures
Corporate Hazard and Incident Reporting Procedure
Corporate Health and Safety Responsibilities Procedure
Corporate Work Refusal Procedure
Form – Access to Security Information Request (FDM)
[Form – Security Incident Report \(FDM\)](#)
Criminal Code of Canada
Occupational Health & Safety Act (OHSA)
Key Word(s): domestic violence, workplace violence

POLICY STATEMENT:

The City of Waterloo is committed to ensuring that all employees feel safe and secure in the workplace by providing and maintaining a workplace that is free of threatened, attempted or actual violence. The City will not tolerate workplace violence committed by or against employees and will take reasonable steps to prevent workplace violence by assessing risks; developing and implementing control measures to protect workers; and, investigating and resolving reports of workplace violence.

PURPOSE:

The purpose of the *Workplace Violence Policy and Program* is to set expectations of appropriate behaviour, prevent workplace violence, and outline the steps required to report and resolve incidents of workplace violence. This is a companion policy to the *Respectful Workplace Policy and Program*, which addresses workplace disrespect, harassment and discrimination.

Mandatory Policy, *Municipal Act*: No
Policy Administration Team, Review Date April 22, 2022
Corporate Management Team, Review Date May 18, 2022
Council Meeting

DEFINITIONS:

Complainant(s) is the person(s) who alleges they have been subjected to workplace violence.

Contractor is any person(s) or firm(s) that provides goods and/or services to the City under terms specified in a contract or other agreement and is not paid through the City's payroll.

Domestic Violence is threatened, attempted or actual violence by a spouse or former spouse, current or former intimate partner or a family member. Commonly referred to as domestic abuse or intimate partner abuse, domestic violence/abuse can take many forms:

- physical,
- sexual,
- emotional,
- psychological,
- economical/ financial,
- spiritual and/or,
- neglect.

Investigator is the person responsible for ensuring a timely, thorough and fair investigation of a workplace violence incident. The investigator may be someone from the City or an external third party.

Mediation is a tool used to address conflict by having a neutral person assist the parties in reaching a mutually acceptable solution.

Respondent(s) is the person(s) who the allegations of workplace violence have been made against.

Supervisor is a person who has charge of a workplace or authority over a worker.

For the purpose of this policy and program, 'supervisor' includes employees with the titles of Supervisor, Manager, Director, Commissioner, CAO or equivalent.

Support Person is the person who may be present in an interview to provide support to the interviewee but cannot respond to questions or interfere with the proceedings of the investigation. A support person cannot be someone who is a potential witness in an investigation.

Volunteer is a person who performs tasks and/or services without compensation or expectation of compensation.

Witness(es) is a person(s) believed to have observed the alleged workplace violence and/or who is believed to have any information that may assist in the investigation.

Worker is a person who performs work (also known as employee) or supplies services for monetary compensation (as defined under the *Occupational Health and Safety Act* (OHSA)). It also includes all secondary or post-secondary students who perform work or supply services for no monetary compensation under a work experience program operated by or approved by a secondary or post-secondary institution.

Workplace is any land, property, structures, facilities, premises, location, City vehicle and equipment owned, leased, operated or otherwise controlled by the City or any other place at, upon, from or near which an employee works in the course of their duties. This may include social functions, training and conferences, during travel, at restaurants, hotels or meeting facilities being used for business purposes, during telephone, email or other electronic communications such as texting and instant messaging, and social media.

Workplace violence is defined in the OHSA as:

- a) the exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker;
- b) an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker; and/or
- c) a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

SCOPE:

This policy applies to all workers, members of council, students, contractors and volunteers. It also applies to members of the public and other visitors while at a City workplace.

Examples of where this policy applies includes, but is not limited to:

- the workplace;
- during work-related travel;
- at restaurants, hotels or meeting facilities that are being used for business purposes;
- in corporation owned or leased facilities;
- during telephone, email, electronic meetings, hybrid meetings and other communications, including but not limited to social media;
- during meetings of Council;
- dialogue that extends from the workplace related to work or workplace relations as well as comments made on social media pertaining to or associated with workers, work or the workplace;
- at any work-related social event, whether or not it is sponsored by the City; and,
- violence which occurs outside the workplace but which may adversely impact workplace relationships or the workplace, which may be workplace violence.

POLICY COMMUNICATION:

This policy will be made available to staff through the City's website, intranet and provided in the new hire orientation package. In accordance with the *OHSA*, this policy will also be posted to all facility health and safety boards.

POLICY AND PROGRAM:**1.0 GENERAL POLICY**

All individuals have the right to work and/or access services in a safe environment free from threatened, attempted, or actual workplace violence. Violence refers to a broad range of behaviours that can generate concern for one's physical and psychological safety.

Some examples of **workplace violence** are:

- verbally threatening to attack a worker;
- leaving threatening notes at or sending threatening e-mails to a workplace;
- shaking a fist in a worker's face;
- wielding or implying you have a weapon at work;
- hitting or trying to hit a worker;
- throwing an object at a worker;
- sexual violence against a worker;
- destroying workplace property;
- kicking an object the worker is standing on such as a ladder; and/or,
- trying to run down a worker using a vehicle or equipment such as a forklift.

The City prohibits workplace violence from all workers, members of council, students, contractors, volunteers or other visitors to City workplaces including members of the public, and considers any behaviour in contravention of this policy as serious and may respond with reasonable corrective and/or disciplinary action up to and including termination of employment where necessary.

2.0 RESPONSIBILITIES

All Employees (including supervisors) are responsible to:

- promote a violence-free workplace;
- adhere to the requirements in the *Workplace Violence Policy and Program*;
- immediately report any suspected, threatened, attempted or actual workplace violence in accordance with this policy and program;
- contact 9-1-1 and/or security when there is an imminent risk to yourself or any other individuals within the workplace; and,
- actively participate in investigations where required.

The above responsibilities apply with necessary modifications to volunteers, contractors, members of the public and other visitors to City workplaces.

Supervisors are responsible to:

- support a safe work environment that is free from violence by actively promoting a positive environment and intervening when issues arise;
- ensure all employees are aware of and appropriately trained on the *Workplace Violence Policy and Program*;
- participate in the assessment and re-assessment of workplace violence risks as often as necessary;
- respond to potential threats, escalating situations, and incidents of violence immediately;
- actively participate in investigations where required;
- take every precaution reasonable in the circumstances to protect a worker if the employer becomes aware, or ought reasonably be aware that domestic violence would likely expose a worker to physical injury that may occur in the workplace;
- provide information to a worker related to a risk of workplace violence from a person with a history of violent behaviour if the worker can be expected to encounter that person at work and the risk of workplace violence is likely to expose the worker to physical injury (but disclose personal information only to the extent it is reasonably necessary to protect the worker from physical injury); and,
- refrain from penalizing or disciplining any employee who has filed a report of workplace violence in accordance with this policy or program or participated in a workplace investigation.

The City is responsible to:

- implement and maintain the *Workplace Violence Policy and Program*;
- assess the risks of workplace violence and re-assess risks as often as is necessary to ensure that our policy and program continue to protect workers from workplace violence;
- address and/or investigate incidents, complaints or reports of workplace violence;
- actively participate in investigations where required;
- implement reasonable corrective and/or disciplinary actions as a result of breaches to the policy where necessary;
- take every precaution reasonable to ensure that information about an incident/report of workplace violence remains confidential except to the extent necessary to protect workers, investigate the incident, to take corrective action or as otherwise required/permitted by law;
- prevent employees from being penalized or disciplined for filing a report of workplace violence in good faith or participating in a workplace investigation;
- take every precaution reasonable in the circumstances to protect a worker if the employer becomes aware, or ought reasonably be aware that domestic violence would likely expose a worker to physical injury that may occur in the workplace;

- provide information to a worker related to a risk of workplace violence from a person with a history of violent behaviour if the worker can be expected to encounter that person at work and the risk of workplace violence is likely to expose the worker to physical injury (but disclose personal information only to the extent it is reasonably necessary to protect the worker from physical injury);
- lead the annual review of the *Workplace Violence Policy and Program* which involves Council, Leadership, unions/ association and the Joint Health and Safety Committees (JHSCs); and,
- ensure all employees are aware of and appropriately trained on the *Workplace Violence Policy and Program*.

Members of Council are responsible to:

- promote a violence-free workplace;
- adhere to the requirements in the *Workplace Violence Policy and Program*;
- immediately report incidents of suspected, threatened, attempted or actual workplace violence to the City Clerk and Chief Administrative Officer; and,
- actively participate in investigations where required.

3.0 VIOLENCE PREVENTION

3.1 VIOLENCE RISK ASSESSMENTS

For each City owned or operated workplace, the City is responsible for assessing the risks of workplace violence that may arise from the nature of the workplace, the type of work or the conditions of work. This is achieved through completion and maintenance of Violence Risk Assessments, which take into account circumstances common to similar workplaces, circumstances specific to the workplace, and any implemented control measures.

There are two types of violence risk assessments at the City that are completed jointly between the supervisors and employees with support from the Health, Safety and Wellness team (Human Resources) and in consultation with the Joint Health and Safety Committees (JHSCs):

1. *General Physical Environment Assessment* – this assessment focuses on the risk of violence with a facility's physical environment and security measures.
2. *Divisional Violence Risk Assessment* – this assessment focuses on the risks of violence based on the work being performed in the division and takes into consideration the following violence risk factors:
 1. Communicating decisions that may not be well received and/or have a negative impact on the recipient
 2. Direct physical contact with non-City staff in City facilities
 3. Driving a vehicle and/or travelling via public transit for work primarily between City locations or other buildings

4. Driving a vehicle for most of the workday with minimal presence in a City facility
5. Handling cash or valuables
6. Involved in work where domestic disputes and/or domestic violence (family violence) commonly arise
7. Involved in work that may result in public unrest/ resistance
8. Performing enforcement duties
9. Serving alcohol in City facilities or at other events
10. Transporting people or valuables
11. Working alone or in small numbers in City facilities during regular hours or at times of increased vulnerability (early mornings, night or quiet times of day)
12. Working alone or in small numbers outdoors during regular hours or at times of increased vulnerability (early mornings, night or quiet times of day)
13. Working on commercial, industrial, residential or public properties (indoors or outdoors)
14. Working with and/or encountering unstable or volatile non-City staff

Risk levels are determined based on the probability and severity ratings in Appendix A: Violence Risk Assessment – Determining Risk Level. The risk levels then provide guidance on the level of preventative action required to control the risk.

Violence Risk Assessments will be shared with the applicable unions/ associations and JHSCs, posted to the City's intranet and reviewed at least every two years or as otherwise necessary when:

- the workplace moves or the existing workplace is renovated or reconfigured;
- there are significant changes in the type of work;
- there are significant changes in the conditions of work;
- there is new information on the risk of workplace violence; or,
- a violent incident indicates a risk related to the nature of the workplace, type of work, or conditions of work which was not identified during an earlier assessment.

3.2 CONTROL MEASURES

The City will take every precaution reasonable in the circumstances to protect workers from workplace violence by implementing appropriate engineering, administrative and personal protective equipment controls including, but not limited to:

- installing barriers, security systems and panic buttons
- developing and implementing corporate procedures and training programs which instruct workers on safety protocols related to specific violence risk factors e.g. working alone

- encouraging employees to exercise their right to refuse unsafe work when the employee has reason to believe that workplace violence is likely to endanger them, except where limitations apply for certain workers (e.g., Fire Fighters) where:
 - the danger is inherent or a normal part of the job; or
 - the refusal to work would directly endanger the life, health or safety of another person

Refer to the Work Refusal Procedure for further information on the process for refusing unsafe work.

- supporting divisions in developing and implementing standard operating procedures on safety protocols that are unique to the circumstances and particular risk factors of the division
- protecting employees when the City becomes aware, or ought reasonably be aware that domestic violence would likely expose a worker to physical injury that may occur in the workplace. *Refer to section 4.3 Domestic Violence*
- providing information to employees related to a risk of workplace violence from a person with a history of violent behaviour if the worker can be expected to encounter that person at work and the risk of workplace violence is likely to expose the worker to physical injury

4.0 REPORTING WORKPLACE VIOLENCE

Employees are required to report any suspected, threatened, attempted or actual workplace violence immediately after experiencing or witnessing the behaviour(s) and/or action(s) as below.

Supervisors have the responsibility of supporting a work environment free of violence, which includes intervening when issues are brought to their attention or when there is a noticeable change in an employee's behaviour, regardless of whether there is a formal report and/or the individuals involved report to that supervisor. Supervisors are required to report suspected, threatened, attempted or actual workplace violence to HR.

4.1 IMMINENT RISK

Employees may on occasion interact with individuals who are agitated and/or confrontational. It is important that employees are aware of the physical signs of potentially violent persons so that caution can be exercised when those signs are exhibited – physical signs may include:

- sweating
- pacing, restless, or repetitive movements
- signs of extreme fatigue (e.g., dark circles under the eyes)
- trembling or shaking
- clenched jaws or fists
- flushed or pale face

- exaggerated or violent gestures
- change in voice
- loud talking or chanting
- shallow, rapid breathing
- scowling, sneering or use of abusive language
- glaring or avoiding eye contact
- violating your personal space (they get too close)

Where it is not possible to verbally de-escalate the individual or there is an imminent risk to the health and safety of an individual, the situation must be treated as an emergency. Employees are not to place themselves at risk or jeopardize anyone's safety when dealing with any perceived or real situation of violence and have a right to refuse unsafe work associated with workplace violence.

If required by the situation, the **employee involved** should:

1. Remove themselves from the situation and move to a safe location if possible;
2. Call 9-1-1 and notify emergency personnel of the building location, the type of emergency and the assistance required. Where appropriate, Security can also be contacted and will attend as quickly as possible as below;

City Hall Security (for incidents at City Hall)	519 502 8995
Patrol Security (for incidents at all City facilities)	519 502 9032
Uptown Parkade Security (for incidents in the Uptown Parkade or Uptown core)	519 569 9945

3. Call for any available assistance to help direct employees and any members of the public to a safe area;
4. Seek appropriate medical attention (if required); and,
5. If not injured, make arrangements for first aid or medical treatment for anyone in need as soon as possible and when safe to do so.

If required by the situation **any employee bystander (employee or supervisor)** should:

1. Call 9-1-1 and notify emergency personnel of the building location, the type of emergency and the assistance required. Where appropriate Security can also be contacted and will attend as quickly as possible (see contact information in chart above);
2. Call for any available assistance to help direct employees and any members of the public to a safe area; and,
3. Make arrangements for first aid or medical treatment for anyone in need as soon as possible and when safe to do so.

After imminent risk has passed, a **supervisor** for the work area must:

1. Ensure individuals receive immediate medical attention where necessary;

2. Notify the Director of the Division and the Director of Human Resources (HR) or Manager of Health, Safety & Wellness;
3. Assist the employee in completing a full report of the incident using the **Security Incident Report** and submit to corpsecurity@waterloo.ca – Corporate Security staff can also be contacted as follows:

Manager of Facility Operations and Corporate Security	519 465 3848
Supervisor of Corporate Security and Life Safety Systems	519 465 5534

4. Offer supports to any involved employees which may include a debrief of the situation and providing supportive resources, for example:
 - Distress Line Kitchener-Waterloo - 519 745 1166
 - Employee Family Assistance Program - 1 800 663 1142 - TTY: 1 888 384 1152
 - Here 24-7 - 1 844 437 3247 - TTY: 1 877 688 5501
 - Victim Services of Waterloo Region 519 585 2363, and;
5. Help facilitate a return to normal operations within the work area.

4.2 NON-IMMINENT RISK

All employees are required to report incidents of suspected, experienced or witnessed workplace violence. Employees who believe they have been subject to workplace violence should complete the **Security Incident Report** and submit to corpsecurity@waterloo.ca. If the employee is unable to complete the **Security Incident Report** independently they should contact their supervisor or Employee Relations representative for assistance. Alternatively, non-imminent risks can be reported directly to the Employee Relations Representative.

4.3 DOMESTIC VIOLENCE

Any employee experiencing, suspecting or witnessing domestic violence that may create a risk of danger in the workplace is encouraged to report workplace violence to their supervisor and/or the Director of HR or Manager of Health, Safety & Wellness immediately. Supervisors made aware of domestic violence, must report the situation to HR.

The City will take every precaution reasonable in the circumstances for the protection of employees when it becomes aware or ought reasonably to be aware that domestic violence may occur in the workplace and would likely expose an employee(s) to injury.

Where necessary, safety plans will be created jointly by HR, Corporate Security (Facility Design and Management), the supervisor, the employee and union/association representative (if applicable). Safety plans look at the steps that can be taken at different points in time or in various situations to protect the employee from domestic violence at work.

A safety plan may include some or all of the following measures:

- increased security measures for the individual while at work or travelling to and from work (panic buttons, caller identification, door security, code words, photo of abuser supplied to security, escorts to car or public transportation);
- record-keeping options for possible police evidence (e.g. threatening voicemails or e-mails); and,
- alternative work arrangements to adjust the worker's schedule or location in order to be less predictable or to otherwise increase the worker's safety.

The City recognizes the sensitivity of these issues and will endeavor to assist employees as discreetly as possible. Individuals experiencing domestic violence are encouraged to review Appendix B: Domestic Violence Safety Tips and Appendix C: Domestic Violence Resources. If further support is required, please contact your Employee Relations representative.

4.4 EXTERNAL REPORTING OBLIGATIONS

4.4.1 WORKPLACE SAFETY AND INSURANCE BOARD (WSIB)

Where an employee has sustained an injury or illness related to workplace violence that requires medical attention from a Health Professional, absence from work beyond the date of injury or modified duties beyond seven days, the incident will be reported to the WSIB in accordance with the *Corporate Hazard and Incident Reporting Procedure*.

4.4.2 MINISTRY OF LABOUR, TRAINING AND SKILLS DEVELOPMENT (MOLTSD)

Where an employee or other individual sustains a critical injury or there is a fatality related to workplace violence, the critical injury/ fatality will be reported to the MOLTSD in accordance with the *Corporate Hazard and Incident Reporting Procedure*.

4.4.3 POLICE

The definition of workplace violence is broad enough to include acts that would constitute offences under the *Criminal Code of Canada* including assault, sexual assault, threats of bodily harm and behaviours such as stalking. Where necessary based on the circumstances, police will be contacted.

5.0 INVESTIGATING REPORTS OF WORKPLACE VIOLENCE

Upon receipt of a report of workplace violence, HR will determine whether the issues falls within the *Workplace Violence Policy and Program* or a different policy (e.g.

Respectful Behaviour Policy, Respectful Workplace Policy and Program). Where the report is not within the scope of this policy and program, details will be provided to the appropriate City staff.

Where the complaint is within the scope of the *Workplace Violence Policy and Program*, HR will complete a preliminary review to assess:

- whether an informal or formal investigation is appropriate to the circumstances; and,
- whether the police must be notified.

If the individual who is alleged to engage in workplace violence is not a City employee, the issue will be addressed to the extent possible given the City's limited control over third parties, with the intent to support the employee and prevent future incidents.

Where security footage may be required as evidence of workplace violence, access to such footage will be provided in accordance with the Corporate Security Policy, CCTV Protocol and Procedures and/or other related policies, procedures and protocols.

5.1 INFORMAL INVESTIGATION

An informal investigation may be appropriate in, but is not limited to, the following circumstances:

- the alleged behaviour, if substantiated, would not meet the legal threshold of workplace violence;
- the alleged behaviour is minor in nature;
- all the facts necessary for resolution are known without the need for further inquiry;
- no other resources or special expertise are required for an impartial and timely resolution; and/or,
- there is a willingness on behalf of the individuals involved to participate in an informal means of resolution.

In order to assess appropriate opportunities for informal resolution, HR may need to interview the parties involved and/or review documentary evidence, as necessary, to understand the scope of the situation and the willingness of the parties to actively participate in resolving the matter informally.

5.2 FORMAL INVESTIGATION

If informal attempts to resolve the workplace violence are not appropriate, prove ineffective or where the City determines further inquiry is warranted, a formal investigation will be conducted.

An appropriate HR representative will be assigned to lead the investigation. The assignment is determined by HR on a case-by-case basis. HR will also

determine whether an internal or external investigator is appropriate depending on the nature and circumstances of the incident.

The investigation will commence promptly and may include, but is not limited to the following:

- conducting initial and subsequent interviews with the Complainant(s), Respondent(s), and any Witness(es) identified by the investigator, as necessary and relevant, in an attempt to collect the facts and circumstances relevant to the alleged behaviours that led to the complaint;
- reviewing evidence (documentary, physical, etc.) or other information submitted by any party interviewed or otherwise obtained during the investigation; and,
- reviewing relevant workplace policies and any other related legislation and regulations.

In all cases, the interviewee will have an opportunity to review the notes taken during their interview prior to submission to the investigation file.

At the conclusion of the investigation, the investigator will prepare a detailed report of the findings. The report will be submitted to the Director of HR or the HR Lead for review (as applicable). An executive summary of the allegations, findings and HR's recommended corrective actions will be prepared and submitted to the Corporate Management Team for consultation and approval.

Unless there are extenuating circumstances that result in a delay, the Complainant(s) and Respondent(s) will be provided with a written summary of the findings and corrective actions taken, if any, or that will be taken to prevent similar incidents within ten (10) business days of receipt of the investigation report. HR will determine the appropriate amount of information to be shared with the Complainant(s) and Respondent(s).

5.3 CORRECTIVE ACTIONS

Corrective actions that may be taken at the conclusion of an informal or formal investigation may include, but are not limited to, one or more of the following:

- coaching and/or formal referral for counselling;
- conflict mediation;
- education and training;
- reassignment or transfer;
- demotion or denial of promotion;
- updates to policies/ procedures/ processes;
- disciplinary action up to and including termination of employment, in accordance with the City's *Disciplinary Action Policy*; and/or,
- any other action deemed appropriate under the circumstances.

5.4 SUPPORT FOR PARTIES

The City recognizes that involvement in a workplace violence incident or investigation may be stressful and emotionally disruptive. Involved parties are encouraged to access counselling services and support provided by the City's Employee Family Assistance Program or through other agencies.

Employees represented by CUPE Local 1542, Staff Association or Waterloo Professional Fire Fighters Association who will be interviewed in an investigation can elect to have an executive member or legal representative observe their interview as a support person. The executive member chosen cannot otherwise be involved in the investigation, which includes acting as a support person for other individuals involved in the investigation, wherever possible.

Employees not affiliated with a union or association can request to have a support person or legal representative attend their interview as well. The support person cannot be a City of Waterloo employee or be otherwise involved in the investigation.

The role of a support person is to provide support to the interviewee. They cannot respond to questions or interfere with the proceedings of an investigation. If a support person is being disruptive to the process they may be asked by the investigator to leave the interview.

HR representatives will remain a neutral party in all investigations and will support all parties by answering questions on the investigation process and directing employees to resources as required.

5.5 INTERIM MEASURES

Where necessary, HR will work with the employee and relevant management to determine the measures required to protect and support the employee which may require immediate implementation of measures. In some circumstances, corporate security and/ or police may be involved in the implementation of interim measures. Interim measures may include but are not limited to temporarily relocating either party to an alternate work location, providing a leave of absence during the investigation, modifying schedules, or providing alternate reporting relationships.

Interim measures will be implemented on a case-by-case basis and will be reasonable in consideration of the specific circumstances required to maintain a physically and psychologically safe workplace.

6.0 LEGAL REQUIREMENT TO INVESTIGATE

The *OHSA* places a legal obligation on employers to conduct an investigation appropriate in the circumstances of incidents and complaints of workplace violence. As a result, the option to pursue informal action may not be available depending on the circumstances.

If informal action would not be appropriate in a given situation, HR will notify the parties that a formal investigation will proceed in accordance with section **5.2 Formal Investigation**. Additionally, if the employer becomes aware of workplace violence which has not been reported and/or the employee who was on the receiving end of the violence is not willing to report, the employer may still have an obligation to act.

Where criminal proceedings are initiated against a respondent based on allegations of workplace violence that fall within the scope of this policy and program, HR may conduct its own independent investigation into the allegations in accordance with this policy and program.

7.0 DISCRETION REGARDING INVESTIGATIONS

Subject to any legal obligations to investigate, the City may decide not to act or investigate, or discontinue an informal action or investigation in appropriate circumstances, including, but not limited to where:

- the alleged behaviour, if true, would not be a breach of this policy;
- the complaint is anonymous and there is insufficient information to warrant any further steps;
- the complaint is vexatious or made in bad faith;
- another reporting avenue has been pursued or engaged regarding the same or related concern/ complaint; and/or,
- having regard to all of the circumstances, further investigation of the matter is unnecessary.

The HR representative will provide a rationale for refusing to act or investigate in writing to the Complainant(s), supervisor and union (if applicable) in a timely manner.

8.0 REPRISAL

Every person has a right to a workplace free of violence. No person shall be subject to retaliation or reprisal for reporting workplace violence in good faith, providing information related to violence, or helping to resolve violence.

It is a violation of the *OHSA* and this policy and program to discipline, punish, or treat a person negatively because they have reported workplace violence in good faith, or otherwise been involved in the resolution process. Reprisal may be the subject of a complaint under the *Respectful Workplace Policy and Program* and persons engaging

in reprisal are subject to corrective action and disciplinary measures, up to and including termination of employment.

If workplace violence is reported maliciously and there is appropriate supporting evidence, the actions will be addressed with appropriate corrective actions and/or disciplinary measures up to and including termination of employment. A malicious report is one that is knowingly false and brought to cause harm. Reports of workplace violence that are made in good faith, even if not substantiated, will not be considered malicious.

9.0 CONFIDENTIALITY

Information about reports of workplace violence shall be kept confidential to the extent possible. Information obtained about an incident(s) made under this policy and program, including identifying information about any individuals involved, will not be disclosed unless disclosure is necessary to protect workers, to address or investigate the complaint or incident, to take corrective action or otherwise as required by law.

During and after the investigation, the Complainant(s), Respondent(s), and any Witness(es) should not discuss the incident(s) or investigation with each other or other employees at the City of Waterloo, with the exception of their union or association representative (where applicable), the HR Lead, or the investigator. The investigator may discuss the investigation and disclose the incident or incident related information only as necessary to conduct the investigation.

All records of the investigation will be kept confidential in an investigation file separate from the employee's file, in accordance with the City's retention by-law. Any corrective or disciplinary action issued as a result of the investigation will be added to the employee's file.

10.0 TRAINING

A training program on the *Workplace Violence Policy and Program* will be maintained and updated in consultation with, and in consideration of the recommendations of the JHSCs.

All new hires will review this policy and program and complete the associated training as part of their new hire orientation. Supervisors must ensure that existing employees have reviewed this policy and program and the associated training as directed by HR.

11.0 REVIEW

Human Resources will review this policy and program annually and reserves the right to evaluate on a regular basis and amend as necessary. Leadership, the unions/association and the JHSCs will have the opportunity to participate in the review.

COMPLIANCE

In cases of policy violation, the City may investigate and determine appropriate corrective action.

APPENDIX A: Violence Risk Assessment – Determining Risk Level

The probability of violence occurring will be rated on the following scale:

Probability	Description
5 – Almost Certain	Expected to occur on a regular basis (daily, weekly, monthly)
4 – Likely	Expected to occur frequently (4 to 10 times per year)
3 – Moderate	Expected to occur occasionally (3 or less times per year)
2 – Unlikely	Expected to occur once every 2 to 5 years
1 – Rare	Expected to occur only under exceptional circumstances

The anticipated severity of injury/ property damage will be rated on the following scale:

Severity	Description
5 – Catastrophic	Death or significant property damage
4 – Major	Extensive injuries and/or lost time days, loss of service capability, major property damage
3 – Moderate	Medical treatment required, moderate property damage
2 – Minor	First aid treatment, low property damage
1 – Insignificant	No injuries, low property damage

Risk level will be determined by multiplying Probability x Severity wherein:

Risk Level	Description
High (15-25)	Significant Risk – Managing this risk is a priority and additional risk control measures are needed. Interim steps may be needed prior to implementing permanent solutions.
Medium (5-14)	Moderate Risk with Caution – Investigate if additional measures can reduce the risk even farther
Low (1-4)	Tolerable Risk – Monitoring is required to ensure controls are maintained and effective

Appendix B: Domestic Violence Safety Tips

The following is a brief listing of [Domestic Violence Safety Tips from WRPS](#):

Living Together

- If possible, leave home or call police before any violence starts.
- If you need to leave your home or workplace, know the best escape routes and practice your emergency exit plans. Teach children the escape routes (where applicable).
- Plan where to go if you need to leave. This needs to be a safe place for you and your children (where applicable) in a time of crisis.
- Keep your purse/wallet nearby in case you need to leave quickly.
- Keep spare keys for your home and car with you or in a safe place at all times.
- Keep copies of important documents and money in a safe place.
- Keep a small bag of clothes packed and hidden.
- Tell trusted friends, neighbours or relatives about the abuse and create a code word or signal with them to call the police if you need help.
- Have a code word with your children (where applicable) that will let them know to leave and get help. Let children know whose house they can run to.
- Let children (where applicable) know where the cordless phone or cell phone is and how to use them.

Living Apart

- If possible, keep a charged cell phone with you at all times. Any charged cellphone will call 911. Even if you don't have a phone plan or minutes on your pay-as-you-go phone, 911 will still work.
- Tell a trusted neighbour to call police if they see your spouse near the residence if there are court ordered terms preventing your spouse from being near the house.
- Where applicable, ensure your children's school is aware of court orders, restraining orders, custody and access orders, as well as a picture of your partner.
- Accompany your children (where applicable) to school or the bus stop.
- If possible, change your daily routines.
- If possible, change your locks, install an alarm system, add window bars, secure locks on windows and doors and install outdoor lighting.
- Identify people before answering the door. A wide-angle viewer can be installed in all exterior doors.

At Work

- Once they are made aware of the potential of intimate partner violence in the workplace, employers are legally required to take every precaution reasonable to protect a worker at risk of physical injury.
- Make your supervisor and or co-workers aware of the situation and ask them to call police if they see the abuser in or around your workplace. Ask them not to give out any personal information about you or your routine.
- Arrange for a co-worker or security to walk you to and from your building to your car.

In a Vehicle

- If a problem happens when driving, use your cell phone to call police. If you don't have a cell phone, honk the horn continuously to gain attention and drive to a police station or a well-lit, heavily populated area.
- If you use public transit, try to sit close to the front by the driver. Arrange for someone to meet you at the bus stop and walk you home. Once at home, call a relative or friend and let them know you got home safely.

Appendix C: Domestic Violence Resources

If you are experiencing abuse it is important you protect your safety and the safety of your children (where applicable). Speak to someone you trust. Know that you are not alone, it is not your fault, and there is help. You do not have to leave your relationship to seek help.

- **In an emergency call the police at 9-1-1**
- **If you need to leave immediately:**
 - Anselma House (Kitchener-Waterloo) – Crisis: 519-742-5894
 - Haven House (Cambridge) – Crisis: 519-653-2422

Resources from the [Region of Waterloo website](#):

- Check the [Where to Go for Help in Waterloo Region](#) list with names and contact information for all available services in Waterloo Region, including:

Community Resources

These organizations are here to support individuals, their families and the health care provider, in determining a course of action.

Police — In an Emergency call 911

Non-emergency number.....519-653-7700

Women's Crisis Services of Waterloo Region

24 Hour Crisis Line and Shelter

Toll free..... 1-800-410-4482

Anselma House519-742-5894

Haven House.....519-653-2422

Outreach Program..... 519-743-6333 ext. 249

www.wcswr.org

The Assaulted Women's Helpline

24 hour helpline in Ontario available in 154 languages

Toll free..... 1-866-863-0511

Toll free TTY..... 1-866-863-7868

Mobile #SAFE (#7233)

www.awhl.org

Waterloo Region Sexual Assault/Domestic

Violence Treatment Centre519-749-6994

Family Violence Project of Waterloo Region

www.fvpwaterloo.ca.....519-743-6333

K-W Counselling519-884-0000

K-W Multicultural Centre – Interpretation.....519-745-2593

Carizon Counselling and Family Services519-743-6333

Wilmot Family Resource Centre519-662-2731

Woolwich Community Services 519-669-5139

Woolwich Counselling Centre 519-669-8651

**Family Counselling Centre of Cambridge
& North Dumfries** 519-621-5090

John Howard Society
(Partner Assault Response Program) 519-743-6071 ext. 222

**Family and Children's Services
of Waterloo Region** 519-576-1329

Region of Waterloo Public Health
Service First Call Centre 519-575-4400
www.regionofwaterloo.ca/domesticviolence

Sexual Assault Support Centre of Waterloo Region
24 Hour Crisis Line 519-741-8633



When you don't know where to turn.™
Free. Confidential.
Live answer 24/7 211
www.211ontario.ca



Region of Waterloo
PUBLIC HEALTH

For more information please contact:
Region of Waterloo Public Health
99 Regina St. South, Waterloo, ON N2J 4V3
Tel: 519-575-4400 Fax: 519-883-2241
TTY: 519-575-4608
www.regionofwaterloo.ca/ph

Current as of February, 2015 • Available in alternate formats upon request

- The Emergency Departments at the following hospital are open 24 hours a day, seven days a week. *A nurse and social worker from the Waterloo Region Sexual Assault/ Domestic Violence Treatment Centre are available to help at the Emergency Departments of St. Mary's Hospital and Cambridge Memorial Hospital.*
 - **St. Mary's General Hospital** - 519-744-3311 – 911 Queen's Boulevard (Kitchener)
 - **Grand River Hospital** – 519-742-3611 – 835 King Street West (Kitchener)
 - **Cambridge Memorial Hospital** – 519-621-2330 – 700 Coronation Boulevard (Cambridge)
- The [Family Violence Project of Waterloo Region](#) (519-743-6333) can connect you to agencies that can provide support in making steps towards safety. Even if you are unsure about leaving, they will help you.
- [Domestic Assault Review Team of Waterloo Region \(D.A.R.T.\)](#) is a community coordinating committee whose primary purpose is to facilitate a coordinated approach to domestic violence within Waterloo Region.

Resources from the [WRPS website](#):

For non-emergencies, WRPS non-emergency line 519-570-9777

- Women's Crisis Service of Waterloo Region (non-police) 519-748-5894
- Waterloo Regional Police Service Intimate Partner Violence Unit
 - Carizon Family and Community Services Building - 400 Queen Street South, Kitchener – 519-570-9777
- **Family Violence Project Partners**
 - Family Violence Project – A collaborative of agencies that provides wrap-around, seamless service to victims of domestic violence – all from a single location – Carizon Family and Community Services - 519-743-6333 www.carizon.ca
 - Women's Crisis Services of Waterloo Region – Empowers and supports women and children to move beyond violence by providing safe shelter, education and outreach services. Offers a free, confidential outreach program for women who are experiencing domestic violence but do not require emergency shelter – www.wcswr.org
 - Kitchener-Waterloo (Anselma House) 519-742-5894
 - Cambridge (Haven House) 519-653-2289
 - Victim Services of Waterloo Region – Provides immediate crisis intervention, emotional support and referrals to individuals affected by crime and tragic circumstances – 519-585-2363 – www.vswr.ca
 - Victim/ Witness Assistance Program (VWAP) – Provides information and assistance to victims and witnesses of crime during criminal court process – 519-741-3361 <http://www.attorneygeneral.jus.gov.on.ca/english/ovss/vwap-english.html>
 - Waterloo Region Sexual Assault/ Intimate Partner Violence Treatment Centre – A 24/7 on-call team of nurses and social workers who respond to needs of individuals who have experienced sexual assault or domestic violence – 519-749-6994 <http://www.smgh.ca/patient-care-programs/sexual-assault-domestic-violence-program/>
- **Other Community Resources**
 - Canadian Mental Health Association Waterloo Wellington – 1-844-264-2993 – www.cmhaww.ca
 - Child Witness Centre of Waterloo Region – 519-744-0904 – www.childwitness.com
 - Community Justice Initiatives – 519-744-6549 – www.cjiwr.com
 - Community Mental Health Clinic – Cambridge Memorial Hospital – 519-740-4900 – www.cmh.org/programs/mental-health-services
 - Family & Children Services of Waterloo Region – www.facswaterloo.org
 - Kitchener-Waterloo – 519-576-0540
 - Cambridge – 519-623-6970
 - Family Counselling Centre of Cambridge and North Dumfries – 519-621-5090 - www.fcccnd.com

- The Healing of the Seven Generations – Counselling and Support – 519-570-9118 – www.healingofthesevengenerations.ca
- John Howard Society Waterloo-Wellington – Partner Assault Response Program
 - Kitchener – 519-743-6071 – www.johnhoward.on.ca/waterloo/
 - Cambridge – 519-622-0815 www.cambridgecareerconnections.com
- K-W Counselling – 519-884-0000 www.kwcounselling.com
- K-W Multicultural Centre – 519-745-2531 – www.kwmulticultural.ca
- Mary's Place Residence (YWCA) – 519-744-0120 – www.ywcakw.on.ca/emergency-shelter/
- Region of Waterloo Social Services – 519- 883-2100 – www.regionofwaterloo.ca/en/community-services.aspx#
- Waterloo Wellington Local Health Integration Network – 519-748-2222/ 1-888-883-3313 – www.waterloowellingtonlhin.on.ca
- Wilmot Family Resource Centre – 519-662-2731 – www.wilmotfamilyresoucecentre.wordpress.com
- Woolwich Community Services – 519-669-5139/ 1-800-661-7918 – www.woolwichcommunityservices.org
- Woolwich Counselling Centre – 519-669-8651 – www.woolwichcounselling.org



STAFF REPORT
Human Resources

Title: H-010 Health and Safety Policy Statement
Report Number: CORP2022-031
Author: Lisa Dunlop
Council Date: June 13, 2022
File: N/A
Attachments: H-010 Health and Safety Policy Statement
Ward No.: All

Recommendations:

1. That Council approves the attached H-010 Health and Safety Policy Statement and authorizes the Mayor and Chief Administrative Officer to sign the policy.

A. Executive Summary

In accordance with the Occupational Health and Safety Act, employers are required to prepare a written health and safety policy statement and review at least annually. As part of the City's 2022 annual review, the Health and Safety Policy Statement was indexed as policy number H-010.

Please note that the responsibilities under this policy will be communicated through a new Corporate Health and Safety Responsibilities Procedure and policy number H-005 Health and Safety Responsibilities will be archived.

B. Financial Implications

Not applicable

C. Technology Implications

Not applicable

D. Link to Strategic Plan

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

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

The Health and Safety Policy Statement is aligned with the City's guiding principle of a healthy and safe workplace.

E. Previous Reports on this Topic

CORP2021-029 Health and Safety Policy Statement

CORP2020-032 Health and Safety Policy Statement

CORP2019-056 Health and Safety Policy Statement

CORP2018-058 Health and Safety Policy Statement

CORPORATE POLICY



Policy Title: **Health and Safety Policy Statement**
Policy Category: **Human Resources**
Policy No.: H-010
Department: Corporate Services
Approval Date: June 13, 2022 (previous versions not indexed)
Revision Date: N/A
Author: Human Resources
Attachments: N/A
Related Documents/Legislation:
Corporate Health and Safety Board Requirements Procedure
Corporate Health and Safety Responsibilities Procedure
Occupational Health & Safety Act (OHSA) and Regulations
Workplace Safety & Insurance Act and Regulations
Key Word(s): worker, supervisor, health and safety, psychological safety

POLICY STATEMENT:

The City of Waterloo is committed to the prevention of occupational injury/ illness. See *Section 1.0 for full policy statement.*

PURPOSE:

The purpose of the Health and Safety Policy Statement is to communicate the City's commitment to health and safety and promote the continuous improvement of the health and safety program. This policy also ensures compliance with the OHSA's requirement to prepare a written occupational health and safety policy and review at least annually.

DEFINITIONS:

Supervisor is a person who has charge of a workplace or authority over a worker.

Worker is a person who performs work (also known as employee) or supplies services for monetary compensation (as defined under the *Occupational Health and Safety Act* (OHSA)). It also includes all secondary or post-secondary students who perform work or supply services for no monetary compensation under a work experience program operated by or approved by a secondary or post-secondary institution.

Workplace is any land, property, structures, facilities, premises, location, City vehicle and equipment owned, leased, operated or otherwise controlled by the City or any other place at, upon, from or near which a worker/ employee works in the course of their

Mandatory Policy, *Municipal Act*: No

Policy Administration Team, Review Date May 13, 2022

Corporate Management Team, Review Date May 18, 2022

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duties. This may include social functions, training and conferences, during travel, at restaurants, hotels or meeting facilities being used for business purposes, during telephone, email or other electronic communications such as texting and instant messaging, and social media.

SCOPE:

This policy applies to all City workers, including supervisors.

POLICY COMMUNICATION:

This policy will be made available to staff through the City's website, intranet and provided in the new hire orientation package. In accordance with the *OHSA*, this policy will also be posted to all facility health and safety boards.

POLICY:**1.0 GENERAL POLICY**

The City of Waterloo is committed to the prevention of occupational injury/ illness. The City will maintain a healthy and safe workplace for all by maintaining and continuously improving a health and safety program that meets and/or exceeds applicable legislation.

The City considers the psychological safety of its workers to be an important part of a healthy and safe workplace. We are committed to fostering a workplace where workers are protected from harassment, discrimination and violence, which requires ensuring everyone is treated with respect and dignity.

All City workers hold a shared responsibility to maintain a healthy and safe workplace by working in accordance with relevant legislation and City policies/ procedures. This includes, but is not limited to, reporting any hazards, incidents and/or contraventions of relevant legislation to their supervisor.

Supervisors are responsible for the health and safety of the workers under their supervision and must ensure all workplace hazards are recognized, assessed, controlled and evaluated. Supervisors will provide workers with appropriate support, training, resources, tools and personal protective equipment in order for workers to carry out their duties safely, while also setting an example of appropriate healthy and safe behaviours.

Joint Health and Safety Committees (JHSCs) are responsible for monitoring the City's internal responsibility system by meeting at least every three (3) months, inspecting the physical conditions of the workplace, reporting and reviewing workplace hazards and investigating incidents wherever required by law or otherwise deemed necessary.

The City will support all workers (including supervisors and the JHSCs) in meeting these responsibilities and will make every effort reasonable to provide what is necessary to achieve a healthy and safe workplace.

Please use the Health and Safety Policy Statement on page 4 for posting to facility health and safety boards.

2.0 RESPONSIBILITIES

Refer to the City's Health and Safety Responsibilities Procedure.

3.0 TRAINING

All new hires will review this policy as part of their new hire orientation. Supervisors must ensure that existing employees have reviewed this policy as directed by HR.

4.0 REVIEW

Human Resources will review this annually and reserves the right to evaluate on a regular basis and amend as necessary. Leadership, the unions/ association and the JHSCs will have the opportunity to participate in the review.

COMPLIANCE

In cases of policy violation, the City may investigate and determine appropriate corrective action.

HEALTH AND SAFETY POLICY STATEMENT

The City of Waterloo...working together for a healthy and safe workplace!

The City of Waterloo is committed to the prevention of occupational injury/ illness. The City will maintain a healthy and safe workplace for all by maintaining and continuously improving a health and safety program that meets and/or exceeds applicable legislation.

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All City workers hold a shared responsibility to maintain a healthy and safe workplace by working in accordance with relevant legislation and City policies/ procedures. This includes, but is not limited to, reporting any hazards, incidents and/or contraventions of relevant legislation to their supervisor.

Supervisors are responsible for the health and safety of the workers under their supervision and must ensure all workplace hazards are recognized, assessed, controlled and evaluated. Supervisors will provide workers with appropriate support, training, resources, tools and personal protective equipment in order for workers to carry out their duties safely, while also setting an example of appropriate healthy and safe behaviours.

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The City will support all workers (including supervisors and the JHSCs) in meeting these responsibilities and will make every effort reasonable to provide what is necessary to achieve a healthy and safe workplace.

Signed upon approval of Council and in accordance with the Occupational Health and Safety Act.

Name	Signature	Date
Dave Jaworsky, Mayor		
Tim Anderson, Chief Administrative Officer		

**STAFF REPORT****Parks, Forestry & Cemeteries Services**

Title: Parks By-law Amendments
Report Number: COM2022-020
Author: Rhonda-Lee Fetterly, Park Technologist, MLEO
Council Date: June 13, 2022
File: N/A
Attachments: Parks By-law Amendments
Ward No.: ALL

Recommendations:

1. That Council approve report COM2022-020.
2. That Council amend By-law 2014-077 to include amendments relevant to the prohibitions and uses in Parks.

A. Executive Summary

This report presents amendments to the City's Parks By-law deemed necessary to protect the integrity of City's parks while regulating activities for park users. These amendments include a definition for yard waste and expansion of the definition of household waste to prohibit being dumped in park garbage receptacles. A housekeeping item, "unless Authorized", was added to support the pilot program for campfires in parks. Schedule B was updated to include the two new sports parks at Albert McCormick Community Centre and RIM Park.

Staff recommend that Council approve report COM2022-020 and all proposed amendments to Parks By-law #2014-077.

B. Financial Implications

No financial implications.

C. Technology Implications

No technology implications.

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 report links to the strategic goals and objectives of the City of Waterloo pertaining to environmental sustainability, healthy communities.

E. Previous Reports on this Topic

COM2014-016 – Parks Bylaw



**Parks By-law Amendments
COM2022-020**

Background

The City's Parks By-law was enacted by Council in 2014. It provides authorized uses and restrictions for citizens to ensure the safety of park users while maintaining the integrity of the City's parks and greenspaces. Since the time of its enactment, a substantial increase of household waste and yard waste deposited in parks required the need for more specific definitions to ensure to clarity and assist with enforcement. Best practice also includes a housekeeping item to codify the existence for the open air community campfire requests in parks. Finally, an addition to Schedule B includes the new skate park facility located at Albert McCormick Community Centre and the new bike park facility located at RIM Park.

With the chronic and increased amount of household waste and yard waste deposited in parks staff noted some aspects of the by-law that could be enhanced to provide better clarity and assist with enforcement. Any household waste or yard waste dumped in parks has a negative spiral effect including garbage strewn about, strain on Parks staff resources, and adverse environmental impacts. The addition of the definition for yard waste and an expansion of the definition for household waste to restrict household waste from being deposited in Park garbage receptacles gives By-law Officers the ability to enforce if needed.

The housekeeping item "unless Authorized", was added to allow open air fire in parks as approved through the community campfire pilot program and other special requests.

Lastly, an addition to Schedule B includes permitted activities at the new skate park, located at Albert McCormick Community Centre and the new bike park, located at RIM Park.



THE CORPORATION OF THE CITY OF WATERLOO

BY-LAW NO. 2022 –

A BY-LAW TO AMEND BY-LAW NUMBER 2014-077, BEING A BY-LAW TO PROVIDE REGULATION FOR MUNICIPAL PARKS AND TO PROVIDE A PROCESS FOR THE AUTHORIZATION OF PARTICULAR USES WITHIN MUNICIPAL PARKS.

WHEREAS By-law No. 2014-077, being a by-law to provide regulation for municipal parks and to provide a process for the authorization of particular uses within municipal parks, was passed on July 14, 2014;

AND WHEREAS the Council for the City deems it desirable to amend By-law No. 2014-077 to prohibit the depositing of household and yard waste within municipal parks and to make a minor housekeeping amendment;

THEREFORE THE COUNCIL OF THE CORPORATION OF WATERLOO HEREBY ENACTS AS FOLLOWS:

1. By-law No. 2014-077 is further amended by adding the following definition immediately after the definition of "Vegetation" and immediately before the definition of "Wildlife" in Section 1.1 thereto:

"Yard Waste" includes leaves, glass clippings, tree trimmings, and other plant materials generated in an outdoor residential setting.
2. By-law No. 2014-077 is further amended by deleting subsection 4.1 6) therefrom and replacing it with the following new subsection 4.1 6):
 - 6) Deposit, or permit the depositing of, any garbage, litter or like refuse on Park Property, except only into receptacles provided for such purpose and provided that the garbage, litter or like refuse was generated on Park Property;

3. By-law No. 2014-077 is further amended by adding the words “unless Authorized” immediately after the word “Park” in subsection 4.1 19).
4. By-law No. 2014-077 is further amended by adding the following new subsection 4.1 29) immediately after subsection 4.1 28):

29) deposit or permit the depositing of Yard Waste on Park Property.

5. By-law No. 2014-077 is further amended by adding the following rows at the end of the table in Schedule “B” thereof:

Park/Facility	Activity	Permitted Times
Albert McCormick Community Centre “Skate Park”	BMX biking Inline skating Scootering Skateboarding	Dawn to Dusk
RIM Park “RIM Park West Bike Park”	BMX biking Inline skating Park-style mountain biking Scootering Skateboarding	Dawn to Dusk

6. This By-law shall come into force on the date on which it is passed.

ENACTED this _____ day of _____, 2022.

D. Jaworsky, Mayor

J. Scott, City Clerk



STAFF REPORT Transportation Services

Title: Speed Management on Residential Streets
Report Number: IPPW2022-017
Author: Jenny Setterfield
Council Date: June 13, 2022
File: N/A
Attachments: Map 1 – City of Waterloo Neighbourhood Areas
Appendix A - Sample of Speed Limit Area Signs
Ward No.: City Wide

Recommendations:

1. That Council approve staff report IPPW2022-017;
2. That Council approve the implementation of a uniform speed of 40 km/h on all Class 4 (collector) and 5 (local) residential streets and 30 km/h in all school zones as per Option A contained in this report;
3. That Council approve the phased implementation plan over 4 years (2022-2025); and,
4. That Council receive the information for additional funding that will be requested as part of the 2023 capital budget process.

A. Executive Summary

The purpose of this report is to summarize the results of public engagement work and to provide Council with recommendations on the City's Speed Management on Residential Streets Initiative. This initiative builds on previous pilot studies and the City's Transportation Master Plan as updated in 2021.

During the COVID-19 pandemic, there was a high demand on the active transportation network as trips and activity increased in local areas. Council directed City staff to investigate and implement multiple traffic calming and active transportation measures to create more space for pedestrians and cyclists to social distance for their essential trips and be physically active within the City's right of way. Transportation Services staff recommended the implementation of the speed limit reduction pilot for three 40 km/h Neighbourhood Areas and 30 km/h school zones within those neighbourhoods. In addition, a reduction on 14 individual streets from the existing 50 km/h speed limit to 40 km/h was trialed. The one-year pilot started July 2020 and culminated with a staff report on the results in the Fall of 2021.

In April 2021 while adopting the TMP, Council considered feedback from residents on speed limits and a desire to see operating speeds reduced. The result was a direction to staff to review and propose options for uniform speed limits on Class 4 (collector) and 5 (local) residential streets.

Option A proposed a uniform speed of 40 km/h on Class 4 and 5 streets with 30 km/h school zones. Option B proposed a uniform speed of 30 km/h on all Class 4 and 5 streets and school zones.

Staff engaged the residents of Waterloo and interested parties that would be affected by this direction using the Engage Waterloo platform. A total of 1,032 responses were received. Of the 1,032 total number of responses received, 1,012 were from residents and 20 were from interested parties, such as Grand River Transit, Waterloo Regional Police Services, etc.

The majority of residents supported lower speed limits and understand that slower speeds can reduce the severity of injuries arising from collision related events. 57.4% of all respondents supported Option A, while only 36.7% of those supported Option B. When asked the question which option they preferred, 41.4% preferred Option A, 28.9% preferred Option B and 5.4% said either would be acceptable. It is important to note that 24.3% did not prefer either option.

Interested parties completed the survey and some shared their responses through email as well. Notably, Grand River Transit (GRT), Waterloo Regional Police Services (WRPS) and City of Waterloo Fire Rescue Services are all in general support of the speed limit reduction.

GRT supports Option A, which they indicate provides a balanced approach to providing the safe environment for all road users and maintaining efficient provision of transit services in these neighbourhoods.

WRPS did not specify which option they preferred, however, they expressed support for our community partners who are striving to make our shared roadways safer for all users. WRPS also noted that through enforcement, design and education all members, including operators of motor vehicles, have a shared responsibility in the implementation of lower speed limits.

Waterloo Fire Rescue Services support Option A, noting that the Highway Traffic Act exempts their vehicles from the posted speed limits while responding to a call for assistance, but operators will only do cautiously, thus not greatly impacting their ability to efficiently respond.

The City of Kitchener has completed their speed reduction pilot and their Council approved a staff recommendation in September 2021 to reduce the speed limit in

residential neighbourhoods from 50 km/h to 40 km/h and to 30 km/h within school zones which aligns with Option A.

B. Financial Implications

If approved, this project would be implemented over 4 years (2022 – 2025) due to available staff resources and the time required to install the signs. The estimated cost for Option A is \$425,800 and Option B is \$402,800.

Initial funding for the implementation will be from the approved 2020 capital budget for the Transportation Master Plan Implementation Sign Replacement project. Currently, the project has \$370,000 available to support the sign installation for the current year. Staff anticipate the need to carry over this funding to 2023 and 2024 as the number of signs installed per year will not exhaust the full amount in 2022. Additional funding of approximately \$60,000 will be included in the 2023 capital budget request and any subsequent funding will be identified through the 2024-2026 Capital Budget Process.

This project is not expected to have an immediate impact on the operating budget, however it should be noted that regulatory signs are measured for reflectivity on an annual basis and must be replaced once reflectivity reduces beyond a certain threshold. Historically, this has been every five to ten years.

C. Technology Implications

There are no technological implications from this report.

D. Link to Strategic Plan

This report is linked to the Safe, Sustainable Transportation Objective in the Strategic Plan and follows the Sustainability and Effective Engagement Guiding Principles.

E. Previous Reports on this Topic

- IPPW2020-041 Traffic and Parking By-Law Amendments for Active Transportation Initiatives
- IPPW2020-046 Active Transportation Initiatives Update
- IPPW2021-045 Speed Limit Reduction Pilot Results
- IPPW2021-037 City of Waterloo Transportation Master Plan 2020 Update Final Report



Speed Management on Residential Streets IPPW2022-017

1.0 Background

The purpose of this report is to summarize the results of public engagement work and to provide Council with recommendations on the City's Speed Management on Residential Streets Initiative. This initiative builds on previous pilot studies and the City's Transportation Master Plan as updated in 2021.

For several years, the Cities of Kitchener and Waterloo have collaborated through a Joint Service Initiatives Committee and other informal staff liaison activities to leverage support and resources for projects of mutual interest. One such project is Vision Zero that focuses on road safety and strategies to eliminate traffic fatalities and severe injuries. In 2019, Kitchener and Waterloo collaborated on an area wide speed limit reduction pilot in select residential neighbourhoods to assess the results of reduced posted speed limits.

On May 25, 2020, Council directed City staff to investigate and implement multiple traffic calming and active transportation measures to create more space for pedestrians and cyclists to social distance for their essential trips and be physically active within the City's right of way during the COVID-19 pandemic. Transportation Services staff recommended the implementation of the speed limit reduction pilot for three 40 km/h Neighbourhood Areas with 30 km/h school zones within those neighbourhoods as well as a reduction on 14 individual streets from the existing 50 km/h speed limit to 40 km/h. The one-year pilot started July 2020 and culminated with a staff report on the results in the Fall of 2021.

On April 19, 2021, staff presented the updated Transportation Master Plan (TMP) to Council. Within the TMP, there were three recommendations that related to speed limits and road safety:

1. Recommendation 34: Adopt a policy on road safety consistent with Vision Zero principles and develop a Road Safety Action Plan.
2. Recommendation 35: Adopt a uniform speed limit of 40 km/h in residential areas and 30 km/h on streets within school zones in residential areas. Amend the Traffic and Parking By-law 08-077 accordingly and install Gateway Speed Limit Signs per the Highway Traffic Act on each road entering and existing the areas designed in the by-law.
3. Recommendation 36: Develop a comprehensive Speed Management Program focusing primarily on speed management for local and collector streets within its residential communities.

While adopting the TMP, and prior to the results of the pilot, Council considered the community feedback from a survey on Engage Waterloo in January 2021 about a neighbourhood-wide 40 km/h speed limit. The result was a direction to staff to review Recommendation 35 and propose options to the public and interested parties for uniform speed limits on Class 4 (collector) and 5 (local) residential streets. Two specific options were presented:

- Option A proposed a uniform speed of 40 km/h on Class 4 and 5 streets with 30 km/h school zones.
- Option B proposed a uniform speed of 30 km/h on all Class 4 and 5 streets and school zones.
- The survey also allowed a general option for respondents to indicate that they preferred no change to existing speed limits.

It should be noted that staff reported on the outcome of the speed limit reduction pilot in September 2021. The results showed an average reduction of approximately 2 to 6 km/h in all three neighbourhoods with similar results on the individual streets. However, while the majority of the speeds decreased from the historical trends, motorists were not fully compliant with the new lower posted speed limit in all locations.

1.1 Vision Zero

The City of Waterloo has adopted through its Strategic Plan and recently approved TMP update, a Vision Zero philosophy. The strategy is to eliminate traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all.

Current City traffic safety programs are based on Vision Zero, in that staff incorporates education, enforcement, engineering, evaluation, and engagement in its initiatives. In an effort to strive for improvement, staff will be developing Recommendations 34 and 36 in the next two years.

1.12 Road Safety Action Plan (TMP Recommendation 34)

Along with a road safety policy that is consistent with Vision Zero principles, staff will develop a Road Safety Action Plan, consolidating its traffic safety-related initiatives into one comprehensive strategy with clear objectives, stated outcomes, and required funding. The action will follow the Safe Systems Approach, implementing evidence-based measures for safe drivers, safe speeds, safe roads, and safe vehicles.

The Safe Systems Approach, which aims to create a road system that makes allowances for errors and minimizes their consequences, particularly the risk of death or serious injury, by targeting four elements:

6 Integrated Planning & Public Works

- Safe Speeds – Driving at an appropriate speed reduces the likelihood of a collision, diminishes injury severity if a crash does occur, and provides a safety buffer by giving motorists sufficient time to stop in an emergency;
- Safe Roads – Roads can function to help manage speeds, reduce complexity, allow for human error, provide positive guidance to drivers, and reduce crash forces on people;
- Safe Vehicles – Emerging technologies such as inflatable seat belts, centre air bags, crash avoidance systems, forward-collision warning, traffic sign recognition, adaptive headlights, lane-departure systems, intelligent speed assistance, fatigue-monitoring, pedestrian detection, etc. can improve safety; and
- Safe Drivers – Educating drivers and enforcing the rules of the road can help reduce driver error, a contributing factor in many collisions.

The Road Safety Action Plan will incorporate the “E”s of Traffic Safety and include programs and actions items under these categories:

- Evaluation
- Engineering
- Enforcement
- Education
- Engagement
- Equity

1.13 Speed Management Plan (TMP Recommendation 36)

Speed regulations aid motorists in selecting operating speeds that are safe for the prevailing conditions. The maximum safe speed at any location will vary as road geometry, traffic demands, and road environment change.

The selection of a posted speed limit for a specific location must take into consideration legislative requirements, public recognition and understanding, ease of implementation, capital and maintenance costs; and, adherence to recognized engineering standards and practices. It is important to note that setting speed limits is just one part of the Safe Systems Approach and will be considered along with the other elements.

Current city practice has been to follow the Transportation Association of Canada’s Guidelines for setting speed limits. This practice would continue to be used in determining speed limits on Class 2 (arterial) and 3 (major collector) City of Waterloo streets, as well as Class 4 and 5 industrial and commercial streets.

Staff will develop a comprehensive Speed Management Program that supports both the results of this report for local and collector streets within its residential communities and in school zones and the remaining City of Waterloo streets noted above.

1.2 City of Kitchener

In 2021, the City of Kitchener completed their pilot to reduce speeds in three area neighbourhoods to 40 km/h, with the further reduction to 30 km/h in the school zones within those neighbourhoods. The pilot included geo-targeted social media content and post cards to the affected areas. One area received heightened police presence to understand the combined effect.

The results of their pilot showed a reduction of 1% to 11% in operating speeds. Kitchener staff felt that the combination of posted speed limits, education and enforcement attributed to the results.

As such, City of Kitchener Council approved staffs recommendation to reduce the speed limit in residential neighbourhoods from 50 km/h to 40 km/h and to 30 km/h within school zones.

Implementation is planned to be over a three-year period from 2022 to 2025 at an estimated cost of \$550,000.

More information can be found in their Report DSD-2021-177 Neighbourhood Speed Limit Review.

2.0 Public Engagement

The Speed Management on Residential Streets public engagement was launched during the COVID-19 pandemic. Therefore, City staff conducted the public engagement through the Engage Waterloo platform. The survey officially opened February 28, 2022 and closed on April 4, 2022.

The following strategies were used to promote the project and gather feedback using the survey:

- social media;
- the media;
- neighbourhood associations;
- direct contact through email and phone with interested parties; and,
- paid social media.

The overall results of the survey are discussed below.

Question 1

A total of 1002 (97.1%) respondents identified as drivers, while 30 (2.9%) respondents identified as non-drivers.

Chart 1



Questions 2 and 3

282 (28%) respondents declared safety as a priority while travelling through their neighbourhood (Chart 2) while 234 (23.4%) declared travel time a priority throughout the entirety of the trip (Chart 3). 563 (56.5%) respondents selected both travel time and safety as a priority while traveling through their neighbourhood (Chart 2) and 652 (65%) throughout the entire journey (Chart 3).

Chart 2

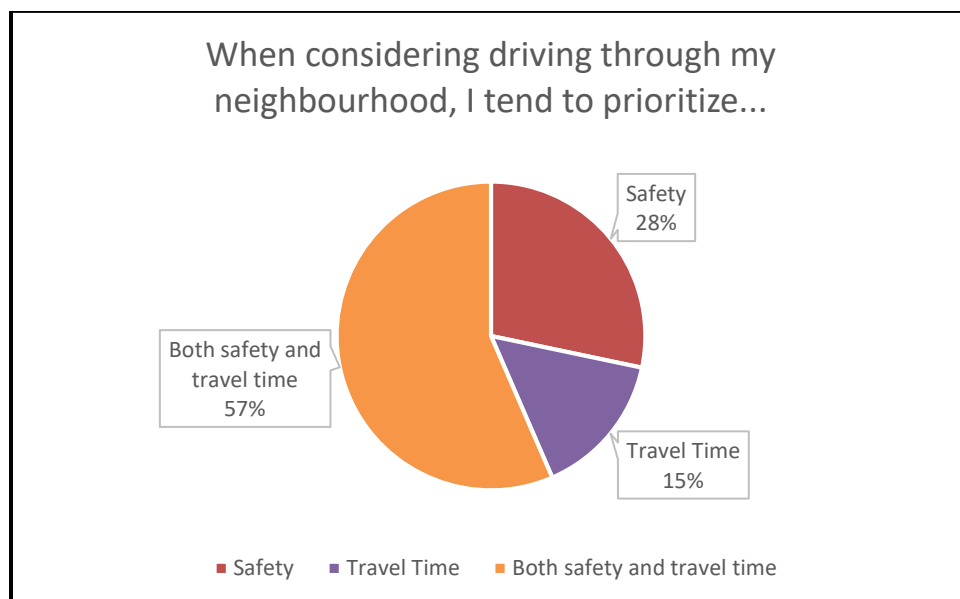
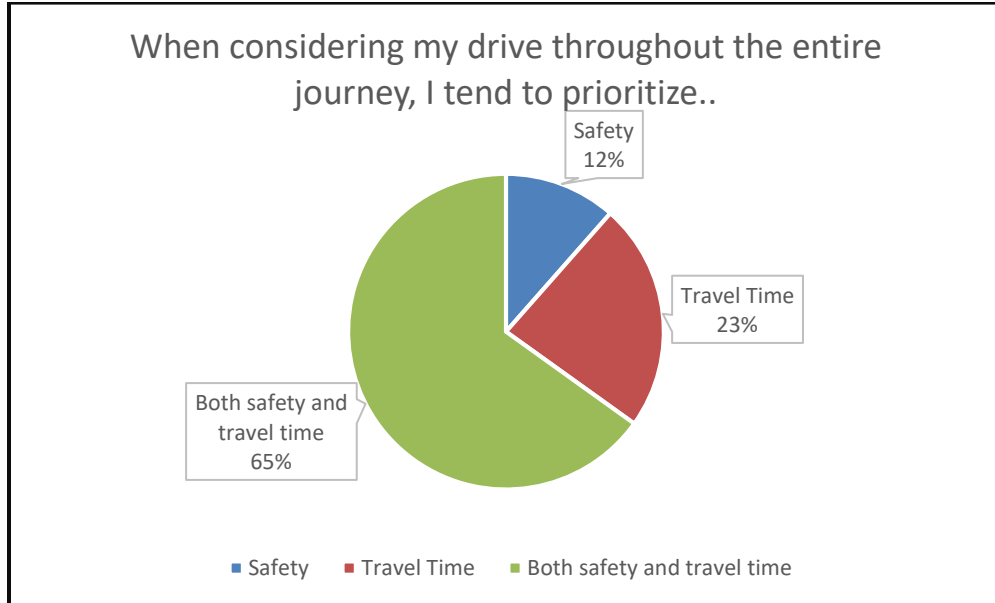


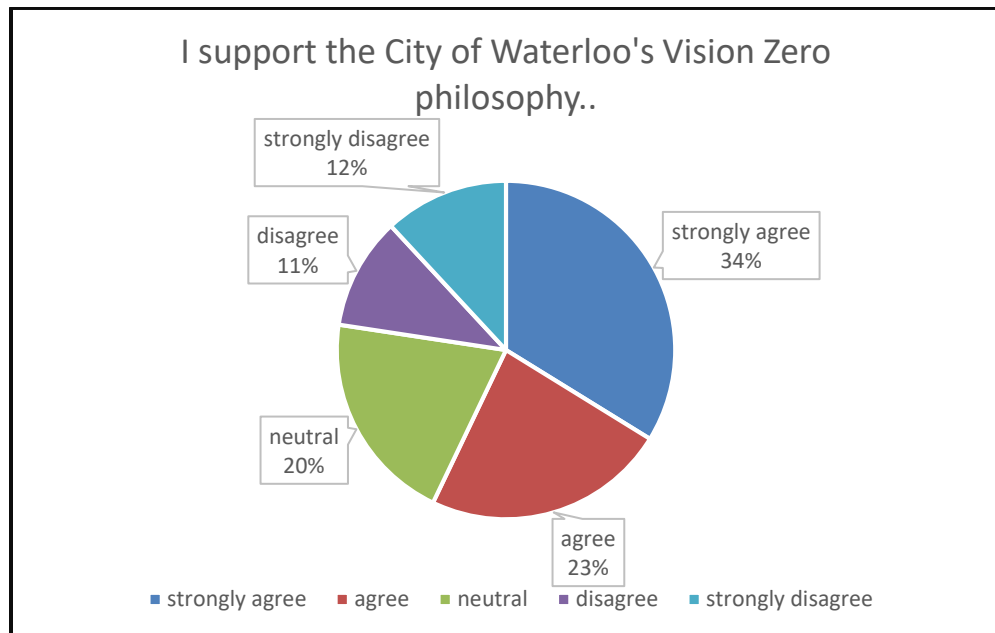
Chart 3



Question 4

783 (57.1%) respondents support the City of Waterloo Vision Zero program, which includes but is not limited to the speed reduction pilot (Chart 4).

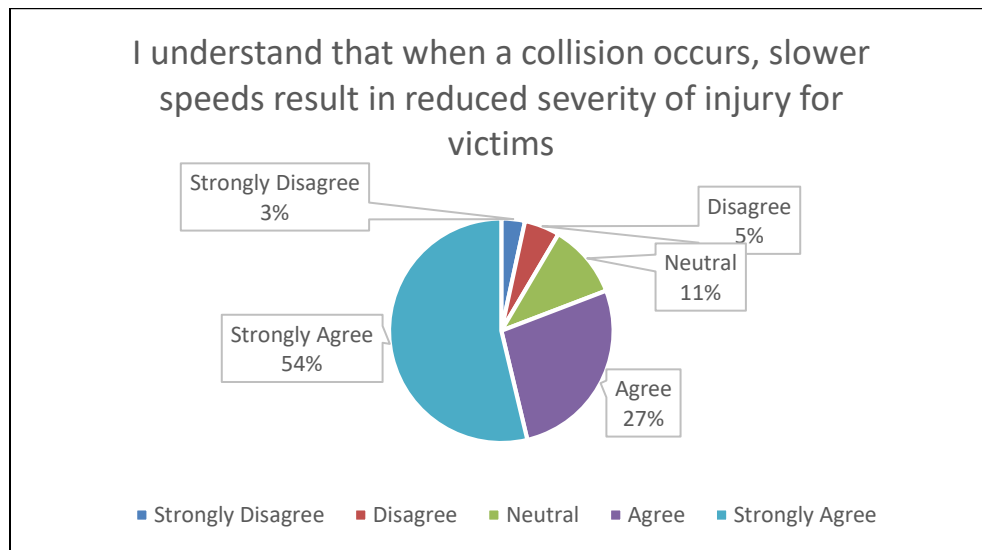
Chart 4



Question 5

832 (80.8%) respondents understand that when collisions happen between vehicles and cyclists, pedestrians, or other vulnerable road users, slower speeds result in reduced severity of injury for victims.(Chart 5).

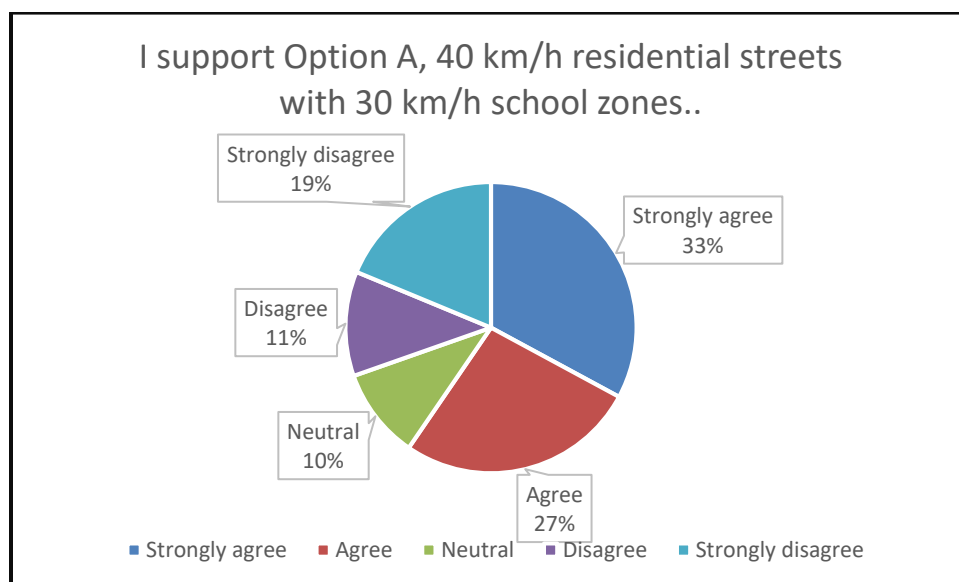
Chart 5



Question 6

Public feedback showed 612 (59.4%) respondents in support of Option A (Chart 6).

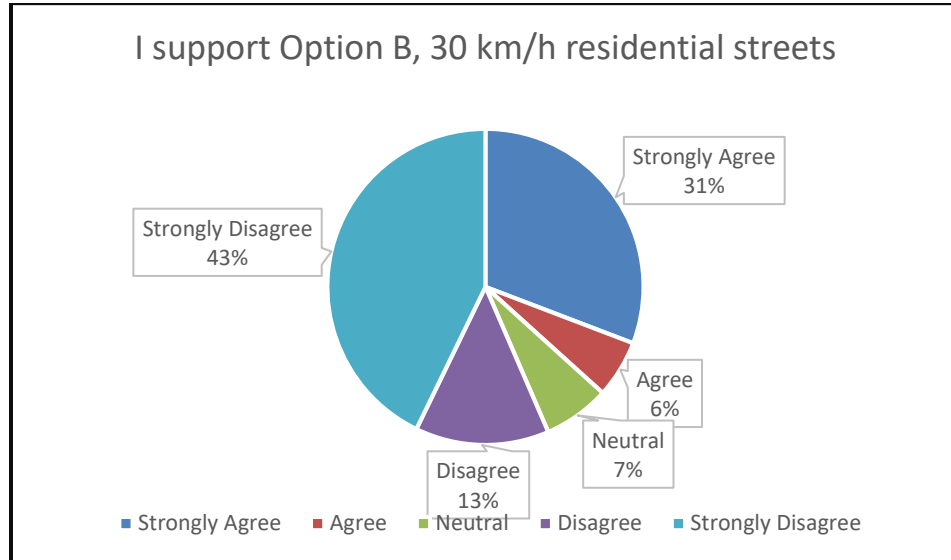
Chart 6



Question 7

Public feedback showed 379 (36.7%) respondents in support of Option B (Chart 7).

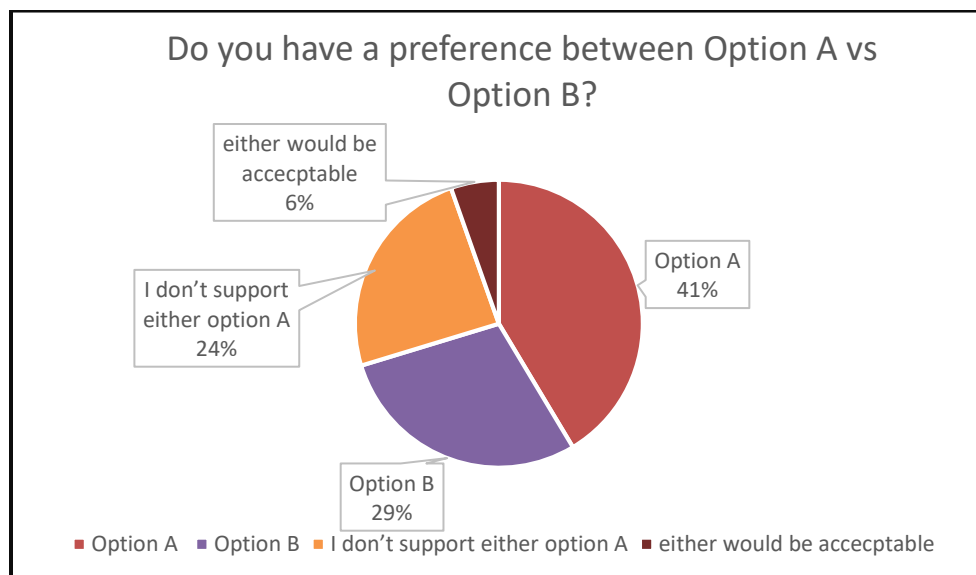
Chart 7



Question 8

Staff asked respondents to select a preferred option of the two (Chart 8). 427 (41.4%) amount of respondents identified Option A as the preferred choice, while 298 (28.9%) respondents identified Option B as the preferred choice. 58 (5.4%) respondents had no preference between the options. 251 (24.3%) respondents did not support either option.

Chart 8



Question 9

Staff asked respondents to identify the reasons why they chose Option A or B in Question 8. An overview of the feedback is contained in Table 1 (below).

Table 1 – Feedback concerning Options A and B

Option A	Option B	Support Either	Do Not Support Either
The speeds of school zones should be lower than surrounding street segment	Slower is safer for everyone – automobiles, pedestrians and cyclists	Put safety ahead of getting places quickly	Not enforced now, how would this change? Need better enforcement on what we have now.
40 km/h is slow enough and is a good compromise	Less noise pollution	We need to lower vehicle speeds, but signs alone are not enough	This will not change my behaviour
30 km/h is too slow – it would seem optional to go this slow	Supports climate change by creating fewer emissions	Both will help achieve Vision Zero	Seems to be punishing drivers
Roads were designed for faster speeds than 30 km/h	A standard 30 km/h on all residential streets will reduce confusion for drivers	Something needs to be done to make residential streets safer	Need more education for drivers, cyclists and pedestrians, not change speed limits
Few drivers will comply to 30 km/h	Slower speeds allow for increased reaction time	If data shows that slower speeds are safer then just do it	Lots of sidewalks and pathways off the road for people and bikes, so there is little conflict
Minimal impact on driver time – still prioritizes safety	30 km/h does not significantly impact travel time	Less serious collisions at lower speeds	Slow speeds lead to irate drivers, causing more risk
Consider only changing school zone speeds during AM arrival and PM dismissal times	Needs to be supported by road design and physical barriers	---	People will drive whatever they want regardless; drive according to how they feel on a street
Needs to be supported by road design and physical barriers	---	---	Waste of money
---	---	---	Many collisions are caused by driver/ped/cyclist error (distraction), not speed limit
---	---	---	Unfair to those that do not live on one of these identified streets
---	---	---	A one size fits all approach is not the way to go

Question 10

Staff asked respondents to identify the impacts and barriers of a 30 km/h speed reduction. The following themes were identified in response:

- Speed reduction requires increased enforcement;
- Re-think trip route to avoid residential streets;
- Existing roads are wide and straight – road design must be re-considered;
- Minimal impact to travel time;
- Driver compliance;
- Increased aggressive driving behaviour; and,
- Cyclists will be faster than cars.

In addition to the public survey, staff also engaged with the following interested parties:

- City staff
 - Planning
 - City Utilities
 - Transportation Operations
 - Parks, Forestry and Cemetery Services
- Regional staff
 - Waste Management
 - Grand River Transit
 - Transportation
- Neighbouring municipalities and townships
 - Township of Woolwich
 - Township of Wilmot
 - City of Kitchener
- Internal committees
 - Age Friendly Cities Committee
 - Grand River Accessibility Advisory Committee
 - Audit Committee
 - Advisory Committee
 - Waterloo Economic Development Advisory Committee
 - Waterloo Advisory Committee on Active Transportation
 - Sustainability Advisory Committee
- Waterloo Regional District School Board (WRDSB)
 - All elementary schools
 - All high schools
- Waterloo Catholic District School Board (WCDSB)
 - All elementary schools
 - All high schools
- Wilfrid Laurier University
- University of Waterloo
- Conestoga College

- Waterloo Regional Police Service
- Waterloo Fire
- Couriers
 - FedEx
 - UPS
 - DHL
 - Purolator
 - Canpar
- Taxi companies
 - Waterloo Taxi
 - City Cabs
 - United Taxi
 - Golden Triangle Taxi
- Student Transportation Services of Waterloo
- Canada Post
- Telecommunications/ other companies:
 - Bell
 - Rogers
 - Waterloo North Hydro
 - Enbridge Gas

The following key points were identified from these interested parties:

Grand River Transit (GRT)

- GRT staff are in general support of the speed limit reduction strategy, which would provide a safer environment for pedestrians on neighbourhood streets including GRT customers accessing bus stops in these areas. Many streets which GRT travel on are already part of the 2020 Speed Limit Reduction Pilot (Westvale Drive, Eastbridge Boulevard, etc.), which saw a reduction of speed limit to 40 km/h. There has been negligible effect on the schedule adherence of GRT routes travelling on those streets, however please note that this can be partially attributed to lower transit ridership and traffic volumes caused by the pandemic.
- The average speed of GRT buses on all street segments fall between 20-30 km/h, however the average speed calculation accounts for deceleration and stopping at bus stops locations. The maximum speed of GRT buses observed on the majority of these street segments fall between 40-45 km/h. As such, the actual average speed of buses while travelling between stops would fall between the average speed (including stops) and maximum speed, which would be approximately between 30-40 km/h for all street segments. As such, a drop in speed limit to 30 km/h for all Class 4 and 5 streets (Option B) would potentially result in schedule adherence issues, and longer travel time for customers. Long term, should these delays become significant as transit ridership returns to pre-pandemic levels, this could result in additional running time and resources (buses, operators) required for up to six (6) GRT routes travelling on the affected streets.

- GRT staff supports Option A (30 km/h in school zones, 40 km/h for all other Class 4 and 5 streets), which they believe provides a balanced approach to providing the safe environment for all road users and maintaining efficient provision of transit services in these neighbourhoods.
- GRT recognizes that posted speed limit reduction and enforcement are only part of the solution to speed management and Vision Zero. If physical traffic calming measures are considered in the future on any street travelled by current or future GRT bus routes, they would kindly request that GRT staff be consulted prior to implementation. This is to ensure transit vehicles and services are adequately accommodated.

Waterloo Regional Police Service (WRPS)

- The WRPS recognize that reductions in speed in our community, directly correlates to the lessening the probability and severity of a collision. In fact, in 2021, speed and aggressive driving were identified as factors in nine fatal collisions across Waterloo Region.
- WRPS did not specify which option they preferred, however, they “expressed support for our community partners who are striving to make our shared roadways safer for all users. WRPS also noted that through enforcement, design and education all members, including operators of motor vehicles, have a shared responsibility in the implementation of lower speed limits.”

City of Waterloo Fire Rescue Services

- Waterloo Fire Rescue would be in support of Option A (40 km/h with 30 km/h in school zones). Due to the amendment in the highway traffic act, their vehicles are exempt from the posted speed limits while responding to a call for assistance, which operators will do cautiously. Private vehicles make every effort to clear the path of travel when approached by a fire apparatus with the emergency warning systems activated, thus not greatly impacting the ability to efficiently respond.

City of Waterloo Engineering Services

- Option A is the most reasonable option between the two. It could work if implemented appropriately and carefully. The concern is that changing the posted speed alone will not change driver behaviour since it's the road geometrics that often dictate vehicle speeds. Further, it will require regular and consistent enforcement efforts for the pilot to be successful.

City of Waterloo Planning

- Slower speeds are supported, but speeds can't be too slow - 40 km/h seems more reasonable and likely to be adhered to.

Student Transportation Services of Waterloo Region

- Prefer Option B due to the following:
 - school zones are not the only places children walk, and students exiting buses also need protections; children can't judge gaps in traffic
 - fatal/injury collisions are significantly reduced at 30 km/h
 - many collisions happen outside of school zones for all types of vulnerable road users
 - posting lower may encourage installation of more aggressive traffic calming infrastructure by cities when opportunities avail themselves than they would if the speeds are kept at 40 km/h
 - lower speeds encourage more AT and fewer cars on the roadways
 - school zones are sometimes posted on school frontages when most students exit on adjacent streets

Township of Woolwich

- Prefer Option A
- Lowering speeds could lead to artificial speeding concerns, roadways that are posted at 40 km/hr but the 85th percentile indicates 48 to 50 km/hr is being observed would trigger a need for a traffic calming.

Taxi Companies

- Prefer Option A

Comments from various City of Waterloo Elementary Schools

- Prefer Option B – it is important to consider all streets [for speed reduction] surrounding schools, not just those within the “school zone”.
- Prefer Option B – safety for children playing
- Either option would be acceptable
- Prefer Option B – safer for children

Wilfrid Laurier University

- Designing streets to reduce speeds (parking, visual barriers, narrow lanes, pinch points, gateway treatments, etc.) is a better approach than lowering the speed limit across the board. Changing signs will not necessarily change drivers' habits.

3.0 Conclusion

Through a Vision Zero Philosophy, we aim to minimize the risk of traffic related serious injuries or fatalities in our community. Part of the strategy is developing programs to

support and achieve these goals. This report refers to one - the Speed Management Program.

Through the public engagement, staff heard from residents and interested parties. They provided their insight, concerns and feedback to show they support a safe and equitable road network.

Option A supports the Transportation Master Plan, Vision Zero Philosophy and is consistent with our sister city, Kitchener. We recognize that this is one part of the overall strategy to improve road safety and that it is a shared responsibility among the people who design, maintain, enforce rules on and use the transportation network. Therefore, we will continue to develop and prioritize plans while strengthening our relationships in order to achieve this goal.

4.0 Recommendations

With most residents and interested parties supporting Option A, a uniform speed of 40 km/h on Class 4 and 5 streets with 30 km/h school zones, staff recommend the following:

1. That Council approve staff report IPPW2022-017;
2. That Council approve the implementation of a uniform speed of 40 km/h on all Class 4 (collector) and 5 (local) residential streets and 30 km/h in all school zones as per Option A contained in this report;
3. That Council approve the phased implementation plan over 4 years (2022-2025); and,
4. That Council receive the information for additional funding that will be requested in the 2023 capital budget process.

If approved, a corresponding by-law amendment report will be presented to Council in the Fall of 2022.

5.0 Implementation

Through this proposed approach to implementation, 36 neighbourhood “areas” will be defined with reduced speeds as shown in Map 1. Arterial streets and regional roads mostly bound these areas. Similar to the pilot project, and in line with the Highway Traffic Act regulations, gateway signage will be required at all locations.

Criteria will be used to prioritize the installation schedule and include, but are not limited to, school zones, pedestrian destinations and operational efficiency.

Some streets will need to be single 40 km/h streets rather than an area based on the surrounding street network (e.g. Bricker Avenue between Albert Street and King Street). In addition, based on regional roads and adjacent land use, some Class 4 and 5 streets will remain as 50 km/h (e.g. John Street between Park Street and King Street as this section is a commercial area. However, John Street between Westmount Road and Park

Street and again between King Street and Moore Avenue will be reduced to 40 km/h as they are residential streets).

Staff recommend that the implementation be phased over the next four years (2022 - 2025). This is due to the number of trained staff available and the time required to install the posts and signs. Before any installation can occur, staff are required to bring a by-law amendment report to Council. If this Speed Management on Residential Streets report is approved, the by-law amendment report can be scheduled for September 2022.

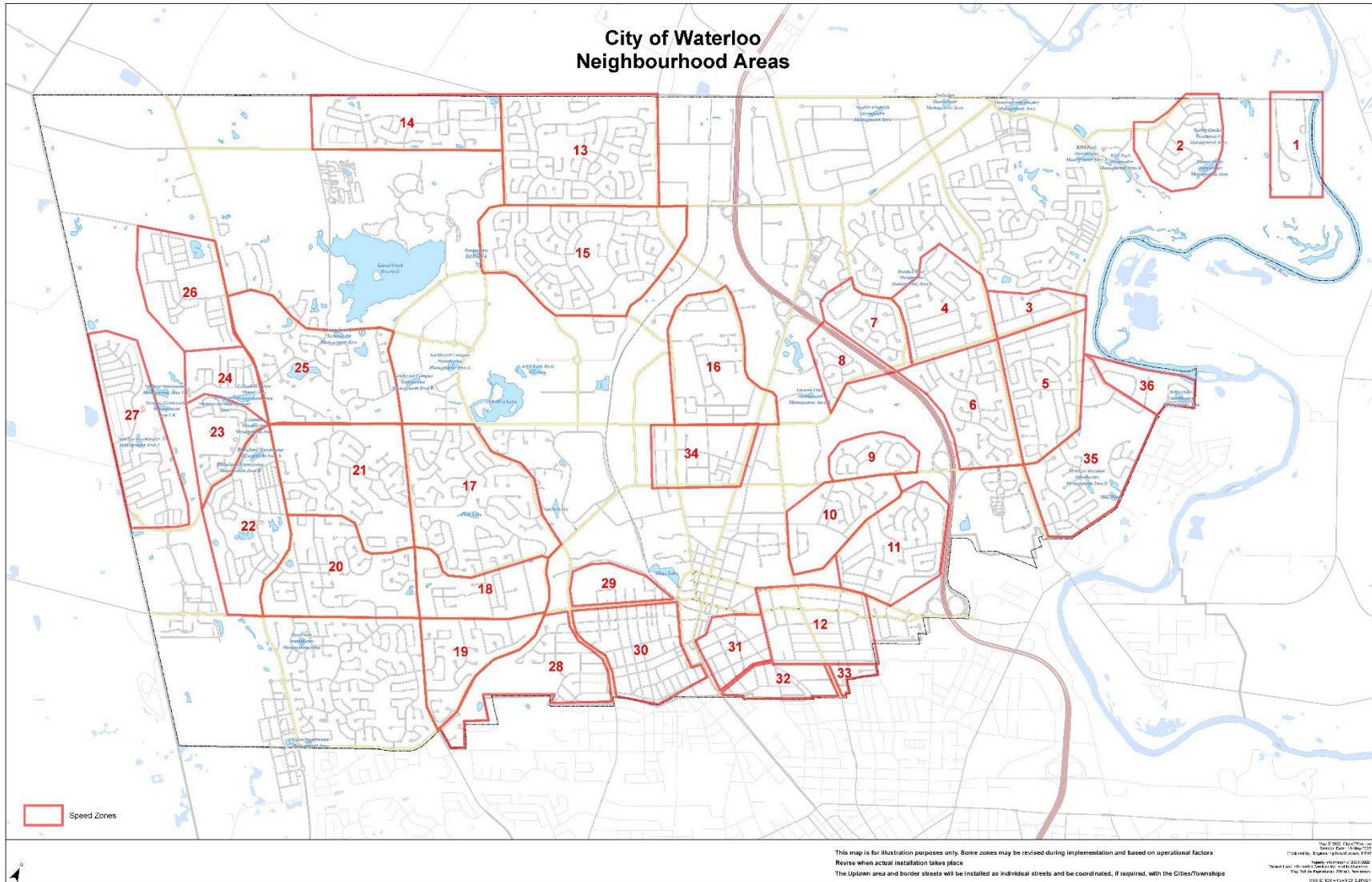
Table 2 provides an estimate percentage of signs that may be installed per year. The number of signs is similar between Option A and Option B, so for this estimate, Option A is used.

Table 2 – Sign Installation Phasing

Year	Percentage of Signs Installed
2022	10%
2023	35%
2024	35%
2025	20%

Staff will coordinate with our municipal partners in the City of Kitchener and the Region of Waterloo in order to align and be consistent with the speed limits. (Example: Staff from Kitchener and Waterloo will coordinate the speed limit on Union Street).

Map 1



6.0 Financial

The estimated costs for each option can be found in Tables 3 and 4 below. The cost estimate includes: new signs (40 km/h, 30 km/h, begin tab, end tab, area tab, and 'new' signs), staff labour costs, City wide communication and 10% project contingency. An example of the signs are shown in Appendix A.

Initial funding for the implementation will be from the approved 2020 capital budget for the Transportation Master Plan Implementation Sign Replacement project. Currently, the project has \$370,000 available to support the sign installation for the current year. Staff anticipate the need to carry over this funding to 2023 and 2024 as the number of signs installed per year will not exhaust the full amount in 2022. Additional funding of approximately \$60,000 will be included in the 2023 capital budget request and any subsequent funding will be identified through the 2024-2026 Capital Budget Process to ensure the funding adequately covers the next 2-3 year projections.

This project is not expected to have an immediate impact on the operating budget, but it should be noted that regulatory signs are measured for reflectivity on an annual basis and must be replaced once reflectivity reduces beyond a certain threshold. Historically, this has been every five to ten years.

The initial estimated costs associated with each option are:

Table 3 - Cost Estimate Option A - 40 km/h on Class 4 and 5 streets with 30 km/h school zones

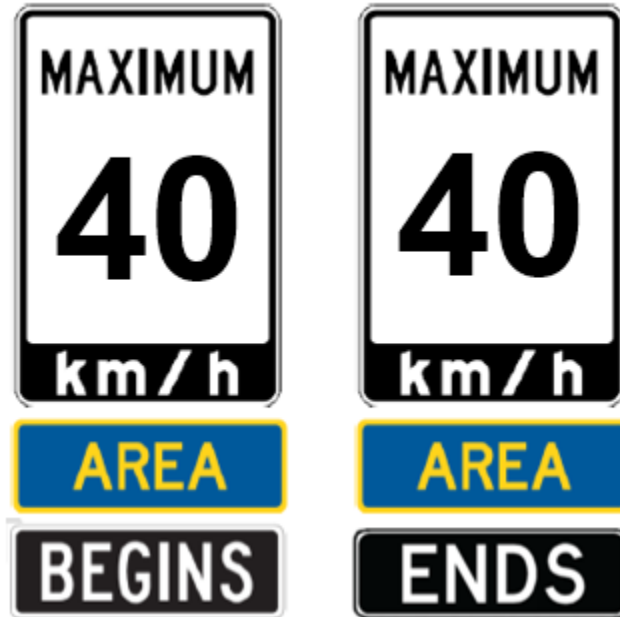
Total Costs	
Signs & Post	\$141,000
Locates / Sign Removal	\$53,000
Project Contingency (10%)	\$30,000
City wide Communication	\$65,000
Staff Labour	\$136,800
TOTAL	\$425,800

Table 4 - Cost Estimate Option B - 30 km/h on all Class 4 and 5 streets and school zones

Total Costs	
Signs & Post	\$138,000
Locates / Sign Removal	\$45,000
Project Contingency (10%)	\$30,000
City wide Communication	\$65,000
Staff Labour	\$124,800
TOTAL	\$402,800

Option B has slightly lower costs due to a reduced amount of signs needed, as there is no requirement to change speed limits within school zones.

Appendix A – Sample of Speed Limit Area Signs





**STAFF REPORT
Engineering Services**

Title: Award of Tender RFT22-09 PB-72 Replacement Old
Lexington Road (Culvert and Watermain Replacement)
Report Number: IPPW2022-038
Author: Jessica Brown
Council Date: June 13, 2022
File: 202072
Attachments: Appendix 'A' – Pedestrian Bridge 72 Replacement Old
Lexington Road Area Map
Ward No.: 4 – Northeast Ward

Recommendations:

1. That IPPW2022-038 be approved.
2. That 2023 capital funding in the amount of \$874,000 from ref. #544 be advanced to 2022 and approved for release.
3. That Council authorizes the reallocation and transfer of \$1,149,000 in capital funding to project #202072 from various capital projects, as detailed in Table 2 of this report.
4. That Council approves the award of RFT22-09 PB-72 Replacement Old Lexington Road (Culvert and Watermain Replacement) to Greenspace Construction Inc. for the submitted price of \$1,985,005.69 plus unrecoverable HST in the amount of \$34,936.10 for a total award value of \$2,019,941.79.
5. That the Mayor and Clerk be authorized to sign the Agreement between The Corporation of the City of Waterloo and Greenspace Construction Inc., and any other documents related to this project, subject to the satisfaction of the City Solicitor.

A. Executive Summary

In accordance with the City's Purchasing By-Law 2019-026, tenders were solicited via RFT22-09 for Construction Services for the Pedestrian Bridge 72 Replacement project. Tender bids were received from four (4) qualified contractors. After reviewing the bids, it is recommended that the lowest bidder, Greenspace Construction Inc., be awarded the project. Upon award of RFT22-09, it is anticipated that construction will commence in late

spring and be completed by late fall 2022. This bridge replacement project will enable the re-opening of the pedestrian trail system that crosses Forwell Creek and that establishes the important linkage between Dearborn Boulevard and Forwell Creek Road.

B. Financial Implications

The approved 2020-2022 capital budget included \$354,000 for this project (ref. #544) and the approved 2023-2029 capital forecast included an additional \$874,000 in 2023, for an overall total of \$1,228,000. It is recommended that the 2023 funding be advanced to 2022, which is feasible as the reserves identified have sufficient funds available.

Since the lowest submitted tender price exceeds available budgeted funding including the funding advancement, additional funds will be needed to complete the project. To fund the shortfall, staff recommend that \$1,149,000 in additional funding be transferred from existing capital projects and programs, as detailed in Table 2. The donor projects and programs listed in Table 2 are suitable sources, based on similar scope elements.

The shortfall is related to the recent escalation of market inflation, construction supply chain, contractor availability and COVID-19 related impacts.

C. Technology Implications

There are no technological implications with respect to 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)

Infrastructure Renewal – Focus on infrastructure needs through effective planning and engagement.

Objectives:

- Optimize usage and efficiency of existing facilities and assets.
- Dedicate appropriate resources to plan, renew and maintain existing infrastructure.
- Address the infrastructure deficit.

E. Previous Reports on this Topic

N/A



Award of Tender RFT22-09 PB-72 Replacement Old Lexington Road (Culvert and Watermain Replacement) IPPW2022-038

Section 1 – Background

Pedestrian Bridge 72 is part of the busy pedestrian trail system that crosses Forwell Creek and is located at the end of Forwell Creek Road, as shown on the map in Appendix A. The bridge consists of a three-cell corrugated steel pipe arch culvert with gabion basket headwalls and retaining walls at both ends. In the spring of 2021, the bridge experienced a structural failure, when the gabion basket headwall on the steep south embankment fell into the creek, crushing the ends of all three culvert cells and constricting flow. Initially, the trail was structurally stable and could safely be kept open, but by fall 2021 continued erosion and undermining of the trail base created an unsafe situation for users and the trail was closed. Since then, the City's project engineering consultant (GM BluePlan) has been working on designing and developing tender documents for a new concrete box culvert, including replacement of the local watermain crossing.

Anticipated work for this contract includes:

- Removal of the existing three-cell corrugated steel culvert and failed gabion basket structures, including temporary diversion of Forwell Creek
- Installation of a new concrete open-footing culvert
- Removal and replacement of approximately 100 m of watermain
- Associated works such as site preparation, environmental protections, removals, earthworks, support of existing utilities, landscaping and asphalt trail restoration

Upon award of RFT22-09, it is anticipated that construction will commence in late spring and be completed by late fall 2022.

Section 2 – Procurement Process

RFT22-09 - PB-72 Replacement Old Lexington Road (Culvert and Watermain Replacement) was advertised on Bids and Tenders on April 21, 2022. The closing date was May 12, 2022 and four (4) compliant submissions were received. Bids were opened electronically by procurement staff. Table 1 below summarizes the bid results.

Table 1: Contractor Bid Evaluation Summary RFT22-09

Bidder	Bid Price	Non-recoverable HST (1.76%)	Total including non-recoverable HST
Greenspace Construction Inc.	\$1,985,005.69	\$34,936.10	\$2,019,941.79
Kieswetter Excavating Inc.	\$2,038,000.00	\$35,868.80	\$2,073,868.80
Amico Infrastructure (Oxford) Inc.	\$2,467,226.00	\$43,423.18	\$2,510,649.18
Capital Paving Inc.	\$2,614,000.00	\$46,006.40	\$2,660,006.40

Section 3 – Financial Implications

The approved 2020-2022 capital budget included \$354,000 for this project (ref. #544) funded \$177,000 by the Capital Infrastructure Reinvestment Reserve Fund (CIRRF) and \$177,000 by the Stormwater Utility Reserve (SWM). The approved 2023-2029 capital forecast included an additional \$874,000 in 2023 funded \$437,000 by CIRRF and \$437,000 by SWM (which will need to be advanced to 2022), for an overall total of \$1,228,000. The effect of accelerating 2023 funding into 2022 can be accommodated by both CIRRF & SWM based on projected ending 2022 balances.

Since the lowest submitted tender price exceeds available budgeted funding including the funding advancement, additional funds will be needed to complete the project. To fund the shortfall, staff recommend that \$1,149,000 in additional funding be transferred from existing capital projects and programs, as detailed in Table 2. The donor projects and programs listed in Table 2 are suitable sources, based on similar scope elements; funding sources and amounts were allocated proportionally with as-tendered costs. The shortfall is related to the recent escalation of construction costs and inflation for things such as fuel, materials, labour, equipment and other COVID-19 related impacts (e.g. supply chain problems).

Table 2: Recommended Funding Reallocation Requests

Transfer from Existing Capital Projects to PB 72 (#202072)		Amount	Notes
120081	Bridges (Road/Culvert) Rehabilitation	\$ 621,000	Funds are available; no other planned use in 2022.
130044	Structurally Deficient Watermain Rehab - City Wide	\$ 266,000	Planned transfer for PB 72.
180021	Laurel Creek Rehabilitation - Regina to Weber	\$ 112,000	Project completed; surplus funds available.
220015	Development Driven Storm Sewer Upgrades - City Wide	\$ 150,000	Funds are available; no other planned use in 2022.
Total funding to be transferred to PB 72 (#202072)		\$ 1,149,000	

Donor Project Overview:

For reference, completed project 180021-Laurel Creek Rehabilitation (Regina to Weber) had an original budget of \$3.360M. Upon project completion, there was a surplus left of \$1.145M. A portion of this surplus was returned to reserves at year end through the job cost report process (\$0.798M). A further \$0.235M was transferred to the Bechtel Park Creek Rehabilitation project (202035) to enable that project tender to be awarded. The remaining \$0.112M will be transferred to the PB-72 Replacement project as detailed in Table 2 above.

The other donor projects either have no planned uses in 2022 (projects 120081 & 220015) or had been earmarked for a transfer to PB 72 (project 130044).

Table 3 below provides funding details to date and projected expenditures for the project.

Table 3: Funding Approvals to Date and Estimated Costs:

Description	Report Number	Approval Date	\$ Amount*
FUNDING:			
Funding – 2022 (Ref# 544)	n/a	10-Feb-20	\$354,000
Funding – 2022 (advanced from 2023 Ref #544)	IPPW2022-038	13-Jun-22	\$874,000
Funding – 2022 (project transfers)	IPPW2022-038	13-Jun-22	\$1,149,000
Total Funding			\$2,377,000
EXPENDITURES:			
Expenses Incurred to Date (Geotechnical, site prep, Consulting, Overhead)			\$115,666
Projected:			
PB 72 Replacement (RFT22-09)	IPPW2022-038	13-Jun-22	\$2,019,942
Other Projected Costs (includes but not limited to): QC, materials testing, QP, contract admin, inspection, contingency, misc.			\$241,392
Total Projected Expenditures			\$2,261,334
Total Expenditures			\$2,377,000
BALANCE:			\$0

*Note: non-recoverable portion of HST included

Appendix 'A' – Pedestrian Bridge 72 Bridge Replacement – Area Map





STAFF REPORT
Parks, Forestry and Cemetery Services

Title: Alexandra Park - Award of RFT 22-11 Landscape Work
Report Number: COM2022-021
Author: Kelly Harrington, Landscape Technologist, Parkland, Capital Projects, and Stewardship
Council Date: June 13, 2022
File: Project 150009
Attachments: None
Ward No.: Ward 7 - Uptown

Recommendations:

1. That Council approve report COM2022-021.
2. That Council approve additional funding for the Alexandra Park Expansion project in the amount of \$700,000, funded \$500,000 from the Parkland Dedication Reserve Fund and \$200,000 from the Tax Rate Stabilization Reserve Fund.
3. That Council approve the award of RFT 22-11 Landscape Works for Alexandra Park to 39 Seven Inc. for the submitted price of \$1,364,264.94 plus unrecoverable HST in the amount of \$24,011.06 for a total award value of \$1,388,276.00.
4. That the Mayor and Clerk be authorized to sign the agreement between the Corporation of the City of Waterloo and 39 Seven Inc, and any other documents related to this project, subject to the satisfaction of the City's Solicitor.

A. Executive Summary

In accordance with the City's Purchasing By-Law 2019-026, tenders were solicited via RFT 22-11 for the Landscape Works for Alexandra Park. Bids were received from four (4) qualified contractors. After reviewing the bids, it is recommended that the low bidder, 39 Seven Inc. be awarded the project.

All four (4) received bids exceeded the original budget. The project team carefully reviewed the bids and identified numerous factors that may be contributing to the received prices and the resulting budget shortfall. The construction budget was identified in 2019; however, the detailed design was not completed until 2022 due to pandemic related

delays. The extended timeline has increased the effects of inflation and other market forces (i.e. rising fuel costs, supply chain disruption and other COVID-related impacts). In addition, the original construction budget of \$1,076,000 was reduced to \$750,000 during 2020-2022 capital budget deliberations to enable other projects.

The project team identified three options for consideration and after careful analysis recommend to proceed with sourcing additional funding to award RFT22-11 and commence with the construction. Proceeding with this option secures the best outcome for the community and minimizes the risk posed by further delays.

Upon approval of this report and award of RFT 22-11, it is anticipated that construction will commence in July 2022 and be substantially completed by November 30, 2022.

B. Financial Implications

As approved in the 2020-2022 capital budget (ref #229), \$750,000 in Non-Routine funding from the Parkland Dedication Reserve Fund (PUB-Gen) was approved to fund the Alexandra Park project 150009 and released via report COM2021-010. This amount, combined with the \$58,000 in remaining funding from the design portion of the project released in 2019 via COM2019-007, provides for a total of \$808,000 available for the Alexandra Park development.

During the 2020-2022 capital budget process, the amount approved for the Alexandra Park project was reduced to \$750,000 to facilitate other priority projects. In order to complete the Alexandra Park project, further funding in the amount of \$500,000 has been allocated by staff from the available 2023 PUB-Gen capital budget envelope. PUB-Gen currently has sufficient funding available (2022 projected ending balance \$3M) to advance this amount for 2022, if approved by Council. Additional funding of \$200,000 from the Tax Rate Stabilization Reserve Fund (TRS) will provide the full funding necessary in order to advance the project in 2022. The TRS 2022 projected ending balance is \$6.9M.

With the previously approved funding and the recommended additional funding from the reserve funds as per this report, RFT22-11 can be awarded to the low bidder in the amount of \$1,388,276.

C. Technology Implications

There are no technological implications with respect to 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)

Equity, Inclusion and a Sense of Belonging

- Universally accessible design principles, park space for all ages and abilities

Sustainability and the Environment

- Improved urban tree canopy and storm water infiltration

Healthy Community & Resilient Neighbourhoods

- Creating an inviting, vibrant and safe public park that welcomes diverse users

Economic Growth & Development

- Supportive of the overall Uptown Waterloo Community Improvement Plan

E. Previous Reports on this Topic

CAO2017-014 – Alexandra Park Acquisition

COM2019-007 – Alexandra Park Expansion Funding Release

COM2021-010 – Funding Release – Alexandra Park Expansion



Alexandra Park - Award of RFT 22-11 Landscape Work COM2022-021

Section 1: Background

In 2017, the City purchased two parcels (46 and 48/50 William Street West) to expand Alexandra Park. The expansion will provide additional recreational space and associated amenities to service the growth in the neighbourhood.

The location of the existing park and the expansion are shown on the following map.



The removal of the existing buildings on the park expansion block and the required Phase 2 Environmental Assessment were completed in 2017 and early 2018. In fall of 2018, site grading, seeding and installation of a stone dust pathway were completed to facilitate the temporary use of the park by the public.

In 2019, a design consultant (PLANT Architect Inc.) was hired to undertake the community consultation process and complete the park design. Extensive public consultation, social media outreach and collaborator engagement was completed in 2019 and 2020, which guided the vision for the park development to ensure the needs of the community are met. The public consultation process and the final design are summarized in two short videos posted on the project website on EngageWaterloo:
<https://www.engagewr.ca/alexandra-park-expansion>.

Upon approval of this report and award of RFT 22-11, it is anticipated that park construction will commence in July 2022 and be substantially completed by November 30, 2022.

Section 2: Procurement Process

RFT 22-11 – Construction Tender for Landscape Works for Alexandra Park was issued to six (6) pre-qualified contractors on April 13th, 2022. The bid closing date was May 2nd, 2022 and four (4) compliant submissions were received and opened electronically by procurement staff. Table 1 below summarizes the bid results.

Table 1: Contractor Bid Evaluation Summary RFT22-11

Bidder	Bid Price	Non-recoverable HST (1.76%)	Total including non-recoverable HST
39 Seven Inc.	\$1,364,264.94	\$24,011.06	\$1,388,276.00
Moser Landscape Group Inc.	\$1,392,542.00	\$24,508.74	\$1,417,050.74
Hardscape Concrete & Interlock	\$1,532,128.50	\$26,965.46	\$1,559,093.96
Bomar Landscaping Inc.	\$1,767,159.20	\$31,102.00	\$1,798,261.20

The project team carefully reviewed the bids and identified numerous factors that may be contributing to the received prices and the resulting budget shortfall. The construction budget was identified in 2019; however, the detailed design was not completed until 2022 due to pandemic related delays. The extended timeline has increased the effects of inflation and other market forces (i.e. rising fuel costs, supply chain disruption and other COVID-related impacts).

The project team identified the following options for consideration:

1. Source additional funding to award RFT22-11 with the upset limit of \$1,450,000 (including contingency allowance and non-recoverable HST)
2. Source additional funding to award RFT22-11 with the upset limit of \$1,250,000 (including contingency allowance and non-recoverable HST), and negotiate with 39 Seven Inc. to remove items sufficient to meet this reduced budget.
3. Cancel the tender; defer the works and source additional funding through the 2023 or 2024-2026 capital budget.

Staff recommend to proceed with Option 1, as this option secures the best outcome for the community and minimizes the risk posed by further delays.

Option 2 is not recommended. The bidder is no longer bound to hold their prices once the contract is opened to negotiations. The risk is that items being removed from the contract may not provide substantial savings as anticipated. It is also not guaranteed that the bidder will agree to the proposed changes. This is also a time consuming process that will further reduce our construction window this year. Removal of items from the contract diminishes the design and the outcome for the community.

Option 3 is not recommended. The cost of landscape construction work has increased in recent years and it is likely that this will continue. Re-tendering in a year or two is not expected to provide a better price. Also, the community have been waiting for the park to be developed since 2017 when the adjacent land was purchased by the City for this purpose. They are anxious to see the works commence without further delay in 2022.

Alexandra Park is located within the Uptown West neighbourhood and is the only neighbourhood park in the area. The neighbourhood includes a portion of the Urban Growth Centre, which contains medium, medium high and high density residential, and as such, there is an increasing need for quality open space in the area.

The City has already invested approximately \$2M in the park expansion, including purchase of the land, land preparation, public consultation, and design.

After reviewing the bids and the above options, it is recommended that 39 Seven Inc. be awarded the above contract as the lowest bidder with the additional funding being allocated as recommended in this report.

Section 3: Financial Implications

Though the project scope and costs have increased due to the above factors, based on the submitted low bid price, the project can still move forward in 2022 using the additional allocation from PUB-Gen and TRS reserves. With the previously approved funding, combined with the recommended additional reserve funding, RFT22-11 can be awarded to the lowest compliant bidder, as summarized in Table 2 below.

Table 2: Funding Approvals to Date and Estimated Costs

Description	Report Number	Approval Date	\$ Amount *
FUNDING:			
Funding Available – 150009 (Design Surplus)			\$58,000
PUB-Gen Funding	COM2021-010	March 22, 2021	\$750,000
Additional Funding from Tax Rate Stab Reserve	COM2022-021	June 13, 2022	\$200,000
Additional Funding from PUB-Gen Reserve	COM2022-021	June 13, 2022	\$500,000
Total Funding			\$1,508,000
EXPENDITURES:			
Award RFT22-11			\$1,388,276
Other Project Costs (including but not limited to): contingency, public art, overhead, misc.			\$119,724
Total Expenditures			\$1,508,000
BALANCE			\$0

* Note: non-recoverable portion of HST included

Section 4: Images

Figure-1: Alexandra Park Concept Plan



Figure-2: Alexandra Park Rendered View





STAFF REPORT
Planning

Title: Affordable Rental Housing Grant Program
Report Number: IPPW2022-022
Author: Tanja Curic
Meeting Type: Council Meeting
Council/Committee Date: June 13, 2022
File: PF2021-01
Attachments: Attachment 1 – Affordable Rental Housing Grant Program
Ward No.: City-Wide

Recommendations:

1. That Council approve the Affordable Rental Housing Grant Program, being Attachment 1 to IPPW2022-022.
2. That Council direct staff to create the implementation materials for the program.
3. That Council delegate to the Chief Administrative Officer the authority to issue grants under the Affordable Rental Housing Grant Program in accordance with Attachment 1 to IPPW2022-022.
4. That Council approve the release of \$200,000 in funding from Council's Community Priority and Contingency Reserve (Affordable Housing program) to the Affordable Rental Housing Grant Program.

A. Executive Summary

On December 7, 2020, Waterloo City Council directed staff to create an Affordable Housing Grant Program. The project was launched on May 17, 2021 by way of report IPPW2021-036. The purpose of the program is to guide the allocation of available affordable housing funds to support not-for-profit organizations that create and/or retain affordable housing units in the City. A draft Affordable Rental Housing Grant Program was presented to Council on February 14, 2022 via report IPPW2022-003, which included a draft implementation policy based on an evaluation by staff; public/stakeholder consultation; and, a best practices review. The draft policy was also made publically available for commenting. This report contains a final policy (Attachment 1) for Council's consideration.

B. Financial Implications

The City's Affordable Rental Housing Grant Program fund currently has a balance of \$500,000, comprised of the following two funding sources:

- \$200,000 from annual operating budget contributions (2021 and 2022) held in Council's Community Priority and Contingency Reserve (Affordable Housing program); and
- \$300,000 remaining from a Section 37 Planning Act Agreement.

There is also approximately \$1.3 million dollars (in-principle) of additional monies to be allocated to the Affordable Rental Housing Grant Program, identified in three Council approved Section 37 applications and associated by-laws.

Staff are recommending through this report that Council release \$200,000 from Council's Community Priority and Contingency Reserve (Affordable Housing program) to the Affordable Rental Housing Grant Program. The remaining \$300,000 from a Section 37 Agreement is a developer contribution and is held in a separate account until such time as the funds are spent. If future Section 37 Agreement funds are received, the monies will be added to the appropriate account, as determined by the City's financial planning team.

In 2023, the next annual operating budget contribution of \$100,000 will be made to Council's Community Priority and Contingency Reserve – Affordable Housing program. Staff will seek Council approval to release the funds through the 2023 Capital Budget process, or by separate report to Council.

Staff will explore opportunities for additional funding for affordable housing, including the budget process and the pending Community Benefits Charge (CBC) Bylaw.

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)

Creation of an Affordable Rental Housing Grant Program aligns with the strategic goal of Healthy Community and Resilient Neighbourhoods, and specifically with the objective of increasing the amount of affordable housing in the City.

E. Previous Reports on this Topic

IPPW2022-003 “Draft Affordable Housing Grant Program”

IPPW2021-036 “Affordable Housing Grant Program Project Introduction”

IPPW2020-071 “Inclusionary Zoning and Other Approaches to Address Affordable Housing”



Affordable Rental Housing Grant Program IPPW2022-022

1. PURPOSE OF THIS REPORT

Increasing the supply of affordable housing in the community is an objective of the City's 2019-2022 Strategic Plan. On December 7, 2020, Waterloo City Council directed staff to create an Affordable Housing Grant Program. The project was launched on May 17, 2021 by report IPPW2021-036. The purpose of the program is to guide the allocation of available affordable housing funds to support not-for-profit organizations that create and/or retain affordable housing units in the City. If approved, the program will help not-for-profits offset some of the capital costs (including fees/charges) of creating and/or retaining affordable housing units through a grant. A draft Affordable Rental Housing Grant Program was presented to Council on February 14, 2022 via report IPPW2022-003, which included a draft implementation policy based on an evaluation by staff; public/stakeholder consultation; and, a best practices review. The draft policy was also made publically available for commenting. This report contains a final policy (Attachment 1) for Council's consideration.

2. PROJECT OVERVIEW

This project consisted of the following phases:

1. **Project Introduction** (Spring 2021) – Legislative review with respect to a municipality's ability to offer a grant to housing providers and report IPPW2021-036 that introduced and launched the project.
2. **Engagement** (May-Fall 2021) – Public and stakeholder consultation with a focus on discussing parameters and preferences of a future grant program.
3. **Draft Report** (February 2022) – A Draft Affordable Rental Housing Grant Program was set out in report IPPW2022-003, including a draft implementation policy that was made available to the public and stakeholders for review and comments.

4. **Final Grant Program Report** (June 2022) – The subject of this report and includes a final policy for Council's consideration.

3. DRAFT GRANT PROGRAM - COMMENTS SUMMARY

The draft policy to implement the Affordable Rental Housing Grant Program was posted to Engage Waterloo for comments and was also circulated by email to those who participated in the project during the primary engagement phase. Comments were also received from various staff in Divisions across the Corporation. The comments received can be summarized as follows:

- positive comments on the report and draft policy;
- clarification questions and/or comments on various parameters of the draft policy;
- identification of areas for improvement; and
- no comments or questions.

Staff have identified below the more significant and prevalent questions and comments received to date and have identified what, if any, changes have been made to the program.

Not-For-Profit Requirement - Clarification

Questions were received as to whether co-operatives, among other groups, would qualify under the proposed grant program. The answer is yes, provided the co-operative, or organization, in question is a Not-For-Profit. Due to restrictions under Section 106 of the *Municipal Act*, 2001, a Community Improvement Plan (CIP) would need to be created in accordance with Section 28 of the *Planning Act* before the City could provide grant monies to a commercial enterprise (i.e., for-profit business). Clarity has been provided in the policy in this regard.

Ownership of Lands Eligibility Criteria

The draft policy had an eligibility criteria that the applicant be a Not-For-Profit and own or will own the lands, which is similar to many other affordable housing grant programs. However, as part of the comments received, staff were asked to consider instances where another Not-For-Profit type agency (e.g., City, Region, CMHC) owns the lands and offers a long-term lease for affordable housing purposes to a Not-For-Profit applying to the program. Staff note that the City's Affordable Housing Strategy Discussion Paper contains an action that recommends the use of City-owned lands strategically to achieve affordable housing objectives, one option being entering into long-term land leases with affordable housing providers. Staff are of the opinion that the grant program should be flexible in this regard, and have modified the policy to allow for such occurrences.

Bachelor Unit Prohibition

Comments were received about the draft provision that prohibited bachelor units from being eligible for a grant. This provision was originally included based on information received during the engagement phase that there is a need for 1-bedroom units as opposed to bachelor units. However, feedback was received from a not-for-profit affordable housing provider expressing concern with the draft provision, noting that many of the units they provide are bachelor/studio units, and such a provision would exclude them from applying for grant monies. Staff are of the opinion that the program should be flexible in this regard, to encourage applications from a wide range of not-for-profit housing providers, and therefore have removed this provision from the final policy.

Grant Monies and Development Application Fees/Charges

Staff were asked to confirm that if a person or party applies for this grant, that they may not also seek to have other fees waived. This is correct and stems from Section 11.3 of the grant policy which states that:

“Parties to acknowledge and agree that the City will not provide the successful grant Applicant(s) a further waiver of fees and charges, excluding any waiver’s related to an Affordable Housing Strategy item of the City of Waterloo.”

Comments received reiterated that development application fees and charges can be a significant cost. Mention was made of the Region of Waterloo’s practice of providing grants to offset Regional Development Charges for proponents who qualify for capital funding under the Region’s Affordable Housing Framework. Mention was also made of Kitchener’s affordable housing incentive policy that allows not-for-profits proposing a new affordable rental housing project to apply for exemptions from the payment of certain development application fees and/or building permit fees. Staff note that the City does not have a separate development application fees and/or charges waiver program at this time. The recommended grant program has been structured such that the grant monies can be used and applied to the payment of fees and charges.

As noted in previous reports, if the City wishes to waive or exempt any fee/charge for an affordable housing project, it is recommended that a formal policy be developed to facilitate this objective. Further, the City’s Affordable Housing Strategy Discussion Paper contains an action that recommends the City explore the feasibility of waiving planning fees and charges for affordable housing projects. The exemption of City fees and charges may not represent a sustainable long-term method of support.

Community Need and Diversity, Equity and Inclusion

Comments were received from the KW Urban Native Wigwam Project who expressed concern with the lack of mention of the word Indigenous in the report. Information was shared as to the need for affordable Indigenous housing (including services) in the City of Waterloo, noting that the City has none in existence or proposed at present. The desire was expressed for meaningful and genuine relationships to be built with the Indigenous community in the future. Feedback was also received from the City's Indigenous Initiatives, Anti-Racism, Accessibility and Equity (IIARAE) Division to consider an equity lens in the policy, noting a need for affordable housing options for equity-seeking groups. Based on the feedback received and the findings from the City's Housing Need and Demand Analysis, staff have expanded the program's Preferred Evaluation Criteria of Community Need to include projects by and/or for equity-seeking groups as further defined in the recommended policy.

4. FINAL GRANT PROGRAM - POLICY

A final policy to implement the City's Affordable Rental Housing Grant Program is outlined in Attachment 1. It has been informed by an evaluation by staff; public/stakeholder consultation; and, a best practices review. It also has taken into consideration the following:

- the grant program's available funding;
- overall contribution to the City's affordable housing supply;
- alignment with other funding programs; and
- finding a balance between minimum program parameters and the need for program flexibility.

The final policy has also been modified, clarified and refined based on the questions, comments and suggestions received on the draft policy.

5. FUNDING AND RESOURCES

The grant program fund currently has a balance of \$500,000, comprised of the following two funding sources:

- \$200,000 from annual operating budget contributions (2021 and 2022), to be released from Council's Community Priority and Contingency Reserve (Affordable Housing program); and
- \$300,000 remaining from a Section 37 Planning Act Agreement.

There is also approximately \$1.3 million dollars (in-principle) of additional monies to be allocated to the Affordable Rental Housing Grant Program, identified in three Council approved Section 37 applications and associated by-laws. These monies have not been received to date, and would be collected prior to the issuance of building permits for the associated developments.

Staff are recommending through this report that Council release \$200,000 from Council's Community Priority and Contingency Reserve (Affordable Housing program) to the Affordable Rental Housing Grant Program. The remaining \$300,000 from a Section 37 Agreement is a developer contribution and is held in a separate account until such time as the funds are spent. If future Section 37 Agreement funds are received, the monies will be added to the appropriate account, as determined by the City's financial planning team.

In 2023, the next annual operating budget contribution of \$100,000 will be made to Council's Community Priority and Contingency Reserve – Affordable Housing program. Staff will seek Council approval to release the funds through the 2023 Capital Budget process, or by separate report to Council.

Staff will explore opportunities for additional funding for affordable housing, including the budget process and the pending Community Benefits Charge (CBC) Bylaw.

Staff note that Bill 108 (re: *More Homes, More Choice Act, 2019*) eliminates Section 37 of the Planning Act (re: height and density bonusing), effective September 18, 2022. In accordance with the transition provisions, new financial contributions towards the Affordable Rental Housing Grant Program cannot be secured through Section 37 of the Planning Act after September 18, 2022, except where a by-law relating to an application has been passed under Section 37 prior to September 18, 2022.

6. NEXT STEPS

Staff recommend that Council approve the Policy located in Attachment 1 and direct staff to work on the implementation materials for the program with a goal of issuing a Call for Applications under the program in Fall 2022.

CORPORATE POLICY



Policy Title: **Affordable Rental Housing Grant Program**
Policy Category: **Municipal Services**
Policy No.: M-010
Department: Integrated Planning & Public Works
Approval Date:
Revision Date:
Author: Tanja Curic, Senior Policy Planner
Attachments: N/A
Related Documents/Legislation: Municipal Act, 2001, s. 107(1)
Key Word(s): Affordable Rental Housing, Grant Program

POLICY STATEMENT:

The City of Waterloo has developed an Affordable Rental Housing Grant Program to foster the construction and retention of local affordable housing. The Program will guide the allocation of available funding, providing financial support to Not-For-Profit organizations that create and/or retain affordable housing in the City for low to moderate income households. This Affordable Rental Housing Grant Program aligns with the City's strategic goal of Healthy Community and Resilient Neighbourhoods, and specifically, with the objective of increasing the amount of affordable housing in the City.

PURPOSE:

The Affordable Rental Housing Grant Program will provide grants to eligible Not-For-Profit organizations to help offset some of the capital costs (including fees/charges) of providing affordable rental residential units to low to moderate income households in the City of Waterloo. This policy provides a framework for the distribution of available program funds. This policy sets out eligibility criteria, evaluation and selection criteria and processes, as well as preferences. The policy supports understanding, transparency, consistency in grant application, assessment, and allocation decision-making.

DEFINITIONS:

Applicant: A Not-For-Profit organization applying for a grant under this Program, subject to the Program's requirements.

Affordable Units: Are rental housing units whereby the rent of a unit, inclusive of all utilities, is set at or below 80 percent of Canada Mortgage and Housing Corporation's (CMHC) Average Market Rent, by bedroom type, in the regional market area, for a minimum of 25 years.

CAO: The Chief Administrative Officer of the City of Waterloo, and includes their designate.

Chief Financial Officer: The Chief Financial Officer of the City of Waterloo, and includes their designate.

City: The Corporation of the City of Waterloo.

Contribution Agreement: An agreement signed between the City and the Applicant under this Program.

Council: The Council of the Corporation of the City of Waterloo.

Equity-Seeking Groups: A group as identified on ground(s) set out in Section 1 of the Human Rights Code, that identify barriers to equal access, opportunities and resources, in relation to housing affordability, due to economic disadvantage and/or discrimination. Based on the findings of the City's Housing Need and Demand Analysis (Council Report IPPW2020-071), equity-seeking groups include, but are not limited to:

- Indigenous Peoples
- Racialized communities
- People with disabilities

Evaluation and Selection Committee: A committee of City staff who are responsible for the review and evaluation of grant applications, as appointed by the City's Commissioner of Integrated Planning & Public Works.

Not-For-Profit: An organization, where no part of its income is payable to, or otherwise available for, the personal benefit of a member or shareholder thereof. This includes all types of Not-For-Profit organizations and includes rental co-operatives that are incorporated with a Not-For-Profit status.

Program: The Affordable Rental Housing Grant Program of the City.

VisitAble: Housing that incorporates accessibility features with, at a minimum, the following three basic features that help to foster a more livable and adaptable built environment:

- a no-step entrance (at the front, back or side of the residential unit and building);
- wider doorways and clear passage on the main floor of the residential unit, and within common areas of a multi-unit residential building; and
- a main floor bathroom within the residential unit that can be accessed by visitors who use mobility devices.

SCOPE:

This policy applies to:

- All Not-For-Profit Applicants to the Program.
- Staff responsible for the delivery and administration of the Program.
- The Evaluation and Selection Committee.
- Council's delegated authority in relation to the Program.

POLICY COMMUNICATION:

At a minimum, this policy will be communicated by means of:

- Posting the policy on the City of Waterloo website.
- Posting the policy on the City of Waterloo intranet so it is accessible by staff.
- Providing a copy to all staff involved in the delivery and administration of the Program, the Evaluation and Selection Committee, and the CAO.
- Including the website location for the policy in all Program application information and communications. Applicants will be required to indicate on the grant application form that they have reviewed and understood the policy.

It is the Applicant's responsibility to be proactive in seeking out grant application information and ensuring compliance with submission deadlines.

POLICY:

1.0 Grant Program Considerations

- 1.1 Grants under the Program are intended to assist Not-For-Profit organizations in constructing new, or retaining existing, affordable housing for low and moderate income households in the City of Waterloo. Program

grants are intended to help Not-For-Profits offset some of the capital costs of constructing / retaining affordable housing units in the local community.

2.0 Eligibility Criteria

2.1 Applicants are eligible to apply for funding under the Program subject to meeting the following minimum requirements:

2.1.1 Applicants must:

- Be a Not-For-Profit organization; and
- Own or have an accepted offer to purchase the subject lands. Notwithstanding the foregoing, an exemption is made where the subject lands are secured under a long-term lease from a Not-For-Profit type organization (such as the City of Waterloo, Region of Waterloo, CMHC) for affordable housing purposes.

2.1.2 The project must:

- Be located within the geographic boundary of the City of Waterloo (can be located anywhere in the City subject to the City's Official Plan and Zoning By-law policies);
- Be located on lands as described in 2.1.1 above;
- Be rental tenure (i.e., the entire building must operate as rental);
- Have at least 30% of the residential units in the project be affordable rental housing meaning said units have rents, inclusive of all utilities, set at or less than 80% of CMHC's Average Market Rent in the regional market area at the time of application submission, for a minimum of 25 years; and,
- Be one (1) of the following project types:
 - New construction (includes additions and extensions);
 - Acquisition and rehabilitation of existing rental affordable housing that is at risk of being lost; or
 - Conversion of non-residential buildings (in whole or in part) to rental affordable housing.

2.2 Projects that are not eligible include:

- a) Projects by commercial enterprises (i.e., for-profit);
- b) Ownership housing;
- c) Secondary suites;
- d) Long term care facility;

- e) Purpose-built student housing;
- f) Shelters and crisis care facilities;
- g) Transitional or time limited housing without security of tenure;
- h) Repairs/renovations to existing buildings, unless part of an acquisition proposal or the works result in the creation of new affordable housing units; and
- i) Community Housing that receives ongoing federal subsidies and/or provincial subsidies.

Except with respect to 2.2a), the City's Commissioner of Integrated Planning & Public Works has the ability to modify the ineligibility criteria with respect to a particular Call for Applications provided that the revised ineligibility criteria is reflected in that Call for Application materials.

Eligible Costs

- 3.1 Program funding is restricted to capital costs for affordable rental housing units such as land and construction costs and includes development application fees and development charges relating to such units.
- 3.2 Capital costs incurred by a Not-For-Profit organization for the construction of the affordable housing units by a for-profit entity that has been retained by the Not-For-Profit organization to construct the Affordable Units may only be considered an eligible cost if the affordable housing units are to be owned and operated solely by the Not-For-Profit organization, or where there is an agreement between the Not-For-Profit and the for-profit entity whereby the affordable housing units are secured by the Not-For-Profit organization through a long-term lease and operated solely by the Not-For-Profit organization, to the satisfaction of the City.

4.0 Ineligible costs

- 4.1 For-profit construction of affordable housing units, except as specified in Section 3.2 herein.
- 4.2 Operating expenses are not eligible (including employee wages, debt payments, losses from a previous fiscal year, etc.).

5.0 General Program Requirements

- 5.1 The Program will be structured as a Call for Applications from time to time, where interested Not-For-Profit organizations apply within a defined application window and are awarded available funding on a competitive basis and in accordance with this policy.
- 5.2 The City will issue a Call for Applications under this Program from time to time, based on Program funding availability. The City will issue at least one (1) Call for Applications under this Program.
- 5.3 Any Call for Applications issued under this Program will be open for a period of at least 45 calendar days.
- 5.4 Program information along with any Call for Applications information and documents will be posted on the City's website at www.waterloo.ca.
- 5.5 The CAO may establish a minimum and/or maximum grant amount under this Program on a per application/project basis.
- 5.6 The CAO may establish maximum income conditions to any grant, based on the maximum amount of gross annual income of a household, to be eligible for a grant under this Program.

6.0 Required Application Information

- 6.1 All applications under this Program must include the following items, noting that any incomplete, misleading or false information may render the application/award invalid at the City's sole discretion:

Applicant Qualifications

a) satisfactory proof that the Applicant is:

- a Not-For-Profit organization;

b) a summary describing the Not-For-Profit organization, including:

- a copy of incorporation documents (if applicable);
- if a partnership, a copy of the partnership agreement or letter/memorandum of understanding and a list of partners;

- a solicitor's certification that there is no ongoing or pending litigation or liens against the Applicant or any related entity or any liens filed against the property;
- who it serves;
- its contact information (including contact information for partners if applicable);
- examples of similar projects it has been involved in, and any past project experience in developing and managing affordable rental housing projects;
- the names and experience of the project management team;

c) confirmation of ownership of the application land(s) or proof of an accepted offer to purchase the subject lands; if the proposed project is to be located on lands for which a long-term lease has been secured from another Not-For-Profit type agency, the following will be required:

- a letter from the land owner providing consent to the Applicant to apply for the grant on the basis of an in-principle agreement to construct affordable housing units on the lands; and
- confirmation that the term of the land lease is 25 or more years in duration;

d) full disclosure of any relationship with a for-profit entity/organization;

e) in the case of a relationship with a for-profit entity/organization pursuant to Section 3.2 herein, copies of all relevant agreements between the Not-For-Profit organization and the for-profit entity/organization constructing the affordable housing units, to the satisfaction of the City;

Project Concept and Design Details

f) a summary describing the proposed project, including:

- the address of the project and proximity to transit, services and amenities;
- the type of project, as per section 2.1.2;
- the total number of affordable and market rate housing units, the approximate size of said units, and the number of bedrooms in each unit;
- project rents for the affordable housing units and any market rate units;
- affordability period of the affordable housing units;
- how the project is consistent with urban design best practices and accessibility standards;

- whether the project can be carried out under current land use regulations (including the Zoning By-law), and identification of any known variances and/or amendments;
- project schedule;
- who the affordable housing units are intended to serve and how the units meet community need (e.g., unit type, household composition, housing options for equity-seeking groups, etc.);
- how the project will be tenanted (e.g., use of Region's Community Housing waitlist, other waitlist) and any tenant supports; and,
- property management details;

g) preliminary building plans and/or site plans, if available;

Financial Viability

h) evidence, subject to the satisfaction of the City's Chief Financial Officer, of financial competence and project viability including:

- two most recent audited financial statements; if not available additional information provided to substantiate or establish liquidity and debt management is required;
 - the bullet above does not apply to grant requests of \$50,000 or less, unless required by the City;
- project proforma;
- details of any equity to be contributed by the Applicant;
- details of other sources of government funding, if applicable;

i) the amount of funding requested; and

Other

j) any other information that may be required by the City, the CAO, the City's Commissioner of Integrated Planning & Public Works, and/or the Evaluation and Selection Committee.

7.0 Recommended Supplemental Application Information

7.1 The following supplemental information is recommended to help with project evaluation and prioritization:

- description of how the proposed project incorporates VisitAble design;

- supporting information from a qualified professional that the proposed project interior exceeds accessibility requirements in the Building Code and that the exterior achieves the City's Accessibility Standards;
- supporting information from a qualified professional that the project exceeds energy efficiency requirements in the Building Code; and
- any other supplemental information that, in the opinion of the Applicant, demonstrates how the proposed project meets sustainable design and affordable rental housing / community needs.

8.0 Preferred Evaluation Criteria:

8.1 Applications that meet some or all of the following criteria will be considered stronger and scored higher than those that only meet the minimum eligibility requirements:

1. Magnitude and depth of affordability

- Projects that propose more than 30% of the units to be available at or below 80% of CMHC's Average Market Rent in the regional market area;
- Projects that propose a deeper level of affordability.

2. Duration of affordability

- Projects where the affordable housing units will be affordable for greater than 25 years and a plan for ensuring long term affordability is in place.

3. Community need

- Projects that meet the needs of the community, including (but not limited to):
 - small to mid-rise developments;
 - one-bedroom units;
 - large (3-5 bedroom) units on a lower storey;
 - projects by and/or for Equity-Seeking Groups;
 - address high-need household categories on the Region of Waterloo's Community Housing waitlist.

4. Location

- Projects located in a designated Node or Corridor (as identified on the City's Official Plan Schedule 'B' – City Structure) or a Major Transit Station Area (as identified on Official Plan Schedule 'J' – Station Areas) will be prioritized as will projects in proximity to lower order transit (transit-supportive development),

commercial services and amenities over projects not located in proximity to transit, commercial services and amenities.

5. Planning approvals

- Projects that substantially comply with zoning and/or projects that are construction ready will be prioritized over concept proposals.

6. Accessibility

- Projects that include VisitAble design and the interior exceeds accessibility requirements in the Building Code and the exterior achieves the City's Accessibility Standards.

7. Energy Efficiency

- Projects that include energy efficiency features and exceed energy efficiency requirements in the Building Code.

9.0 Application Evaluation and Selection:

Screening for Application Eligibility

9.1 In order for an application to be considered for funding, it must:

- Meet the Program eligibility criteria (see Section 2.1); and
- Be complete and have all supporting documentation to comply with the application requirements.

9.2 Applications will be screened by the City's Planning Division staff for basic eligibility as they are received. Applicants will be notified if their application is ineligible or incomplete.

9.3 Submission of an incomplete application may make an application ineligible for a grant.

Late Submission of Grant Applications

9.4 Applications submitted after the grant deadline will not be accepted or reviewed by the Evaluation and Selection Committee.

Application Evaluation Criteria

9.5 Applications will be evaluated using the criteria and weighting as outlined in Table 1. The evaluation criteria weighting may be modified from time to time by the City's Commissioner of Integrated Planning & Public Works.

Table 1: Application Evaluation Criteria

Evaluation Criteria	Weighting
Mandatory Requirements (section 2.0)	Yes/No
Applicant Qualifications (section 6.0)	20%
Project Concept & Design (section 6.0)	25%
Preferred Criteria (section 8.0)	35%
Financial Viability (section 6.0)	20%
Total	100%

The Commissioner of Integrated Planning & Public Works may on a case-by-case basis establish a more detailed scoring matrix (identify the specific evaluation criteria points assignment within the weighting assessment categories outlined in Table 1) as part of a Call for Applications.

Application Evaluation and Selection

- 9.6 Each application will be reviewed, evaluated and scored on its merits by the Evaluation and Selection Committee made up of City staff, as appointed by the City's Commissioner of Integrated Planning & Public Works.
- 9.7 Applications will be evaluated based on the criteria outlined in Table 1, subject to Section 9.5. Higher scores will be given to applications that exceed minimum eligibility requirements and those that meet some or all of the preferred evaluation criteria.
- 9.8 As part of the evaluation process:
- Applicants may be contacted to verify and provide clarification on the application;
 - Applicants may be contacted to provide additional supporting information; and/or
 - Applicants may be required to attend a meeting with members of the Evaluation and Selection Committee to clarify any information contained in the application.
- 9.9 Each member of the Evaluation and Selection Committee will independently review each application on its merits and assign a score to the application. Then the Evaluation and Selection Committee as a

group will meet to discuss their individual assessments of the application to arrive at a consensus assessment.

- 9.10 The Evaluation and Selection Committee will recommend to Council's delegated authority a recommended disbursement of available grant monies to Applicants based on scoring pursuant to Section 9.9. This will be done by way of a recommendation memorandum, acceptable to the City's Commissioner of Integrated Planning & Public Works.
- 9.11 Funding less than an Applicant's request may be approved, based on the amount of affordable housing to be provided, the availability of Program funding, and/or desire of the City to support multiple projects.

Delegated Authority

- 9.12 Council delegates to the CAO the authority to:
- (a) approve grants under the Program in accordance with this policy;
 - (b) determine the amount of such grants to be issued under this policy, and any conditions thereto;
 - (c) determine whether to award one or more grants, or no grants; and
 - (d) approve and execute Contribution Agreements on behalf of the City, including amendments to such agreements, where the form and content of said agreements is to the satisfaction of the CAO in consultation with the City's Director of Planning and the City Solicitor.
- 9.13 The CAO may further delegate any or all of the authorities granted by Council to the City's Commissioner of Integrated Planning & Public Works.
- 9.14 Final approval of all grants, and the amount thereof, is a decision of the CAO, or designate, at their sole discretion.

Decision

- 9.15 The successful Applicant(s) will be notified by email of the decision on its application, after the decision is made.

Appeals

- 9.16 There is no appeal from a decision of the Evaluation and Selection Committee or Council's delegated authority. Unless otherwise determined by the City, at its sole discretion, the decisions of the Evaluation and Selection Committee and Council's delegated authority regarding an

Applicant's eligibility, application assessment, and grant allocation will be considered final.

10. Conditions of Approval

- 10.1 The City will enter into a Contribution Agreement with the selected successful Applicant(s) based on the proposal obtained at the time of selection. If a proposal does not precisely and entirely meet the requirements of this policy, the City reserves the right to enter into negotiations with the selected Applicant(s) to arrive at a mutually satisfactory arrangement with respect to any modifications to the proposal.
- 10.2 As a condition of approval, a successful Applicant will be required to sign a Contribution Agreement with the City, satisfactory to the CAO in consultation with the City's Chief Financial Officer, Director of Planning and the City Solicitor, committing to the delivery and maintenance of affordable housing units, prior to:
- the commencement of any works to which the grant will apply; and
 - the City issuing any grant money.
- 10.3 A successful Applicant will be required to agree in the Contribution Agreement to the following items:
- the grant amount to be received under this Program and its timing;
 - the work to be completed and the timeframe by which a building permit must be obtained and construction commenced, and the units completed;
 - regular project progress updates;
 - the number of Affordable Units to be provided, rental rates and duration of affordability;
 - funding received under this Program must be used for the purposes outlined in the recipient's application;
 - requirements for annual reporting to the City by the Applicant including verification of rents for the Affordable Units for the duration of the agreement;
 - non-compliance terms and processes, and default provisions; and
 - any other terms and conditions as required by the City to ensure the grant monies received from the City are used to support affordable housing within the proposed project.

- 10.4 A successful Applicant, whom is incorporated, will be required to provide a corporation profile report listing all directors and officers of the corporation.
- 10.5 A successful Applicant will be required to provide a postponement in favour of the City from any mortgagee/chargee or encumbrance of the property.

11. Grant Payment:

- 11.1 Grant funds will typically be awarded in one lump sum payment.
- 11.2 The grant funds will typically be paid at time of Building Permit issuance unless otherwise agreed upon by the City.
- 11.3 Parties to acknowledge and agree that the City will not provide the successful grant Applicant(s) a further waiver of fees and charges, excluding any waiver's related to an Affordable Housing Strategy item of the City of Waterloo.
- 11.4 Applicants are encouraged to consider applying to other funding programs, such as those offered by the Region of Waterloo and CMHC, to improve and increase the affordability and viability of projects.

12.0 Additional Matters:

- 12.1 The City is not responsible for any costs incurred by an Applicant in relation to the Program, including without limitation, costs incurred in anticipation of a grant or through the application process.
- 12.2 The City reserves the right (at its sole discretion) to reject or decline any or all applications submitted in response to its Call for Applications and to request clarification and additional information on any application.
- 12.3 Submitting an application does not guarantee the approval thereof or the allocation of any funding that may be requested as part of an application. The amount of funding allocated to a successful application is at the City of Waterloo's sole and absolute discretion. The City of Waterloo reserves the right to award funding under this Program to all or part of a successful Applicant's proposed affordable housing project.

- 12.4 The following will make an Applicant/application ineligible for a grant:
- Currently in financial arrears or litigation with the City of Waterloo or Region of Waterloo;
- 12.5 The following may make an Applicant/application ineligible for a grant as determined at the discretion of the CAO:
- Non-compliance with legislation, City by-law and/or policy, or active litigation with the Corporation of the City of Waterloo, any of its officers, employees, volunteers or elected officials.
- 12.6 The Program funding will be limited to affordable rental housing units and will not fund any market rate units in a project.
- 12.7 The City may establish penalties for non-compliance with any term or condition of this Program, and may include such penalties in the required grant agreement(s).

Program Implementation

- 12.8 Day to day administration and monitoring of the Program will be managed by the City's Planning Division, in consultation with other Divisions as required.

Monitoring and Reporting

- 12.9 Staff will monitor the following throughout the implementation of the Program:
- Uptake of the Program in relation to funding availability; and
 - Feedback from Applicants regarding the Program and application process, to inform opportunities to streamline and/or clarify this policy.
- 12.10 Staff will provide an information report to Council on the grant(s) approved by the CAO, or their delegate, after a Call for Applications has occurred and a grant(s) awarded.

Interpretation

- 12.11 The CAO, City's Commissioner of Integrated Planning & Public Works, Chief Financial Officer, the City's Director of Planning shall have the authority to administer this policy and make interpretations thereto, including any or all parts of this policy.

COMPLIANCE:

In cases of policy violation, the City may investigate and determine appropriate corrective action.



STAFF REPORT
Planning

Title: Region of Waterloo Official Plan Review: Land Needs Assessment
Report Number: IPPW2022-015
Author: Adam Lauder and Ric Martins
Council Date: June 13, 2022
File: [File]
Attachments: Attachment A: Land Needs Assessment forecast details for Waterloo
Ward No.: City-Wide

Recommendations:

1. That IPPW2022-015 be approved.
2. That Council request the Region of Waterloo modify its Land Needs Assessment to plan for a greater amount of population growth within the City of Waterloo in the Built-Up Area, and that Designated Greenfield densities be adjusted downward to be more closely aligned with contemporary greenfield developments in the City of Waterloo.
3. That Council requests that the Region of Waterloo increase the amount of employment jobs allocated to the City of Waterloo, and;
4. That Council further requests that the Region of Waterloo factor-in a broader range of employment types in the final Land Needs Assessment for the City of Waterloo.

A. Executive Summary

The Region of Waterloo is undertaking a review of its Regional Official Plan (“ROP”), which is intended to plan for projected growth to the year 2051. A key component of the ROP review is the Land Needs Assessment (the “LNA”), which is a study used to determine the amount of land the region will require to accommodate forecasted employment and population growth to 2051. The growth allocations are generally divided into greenfield and intensification (built-up area), and are implemented locally through the City’s Official Plan, District Plans, and the Zoning By-law.

The LNA includes two components: (i.) “Community Area” growth (residential, housing, commercial, institutional, etc.); and (ii.) “Employment Area” growth (industrial, manufacturing, academic, office, etc.). Taken together, the LNA determines the breakdown of Provincial forecasted population and employment growth targets, allocating a portion of the growth target to each local area municipality.

2 Integrated Planning & Public Works

The Region's draft LNA consists of three growth options. The three growth options vary in the amount of intensification targets and greenfield growth, resulting in different regional outcomes with respect to urban boundary expansion. For Waterloo, under all three growth options, there are no planned urban boundary expansions. The three growth options are as follows:

- Option 1: 50% intensification target and greenfield density target of 50 people and jobs per hectare
- Option 2: 60% intensification target and greenfield density target of 60 people and jobs per hectare
- Option 3 60% intensification target and greenfield density target of 66 people and jobs per hectare

In recent years growth in the City of Waterloo has been primarily driven by intensification and infill development versus greenfield development, in part due to the limited amount of greenfield (suburban) land available in the City. With no new greenfield land being proposed for the City of Waterloo, growth driven by intensification with planned nodes, corridors, and strategic development areas will continue.

In addition to growth options related to residential population growth, the draft LNA proposed two growth options related to employment areas:

- Option 1: 15% intensification and employment area density of 35 jobs per hectare
- Option 2: 25% intensification and employment area density of 35 jobs per hectare

City staff are recommending that Council advise the Region of Waterloo that growth within the city should be in a manner that is consistent with recent trends and our planning framework, being a greater degree of intensification than any of the options currently contemplate, and that additional employment growth be anticipated than is currently factored into the LNA, as discussed in IPPW2022-015.

B. Financial Implications

Planning for growth to 2051 will influence future capital budgets, in particular where to direct spending on transportation, servicing, and stormwater infrastructure.

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)

The Regional Official Plan (ROP) is the Region's primary comprehensive planning document for guiding growth and land use change. The City's Official Plan must conform to the policies and directions of the Regional Official Plan. Numerous components of both

3 Integrated Planning & Public Works

Official Plans generally align with the City's Strategic Plan, including but not limited to: healthy communities and resilient neighbourhoods; safe, sustainable transportation; effective engagement, and sustainability.

E. Previous Reports on this Topic

None



Region of Waterloo Official Plan Review: Land Needs Assessment IPPW2022-015

1.0 Background

The Region of Waterloo is undertaking a review of the Regional Official Plan (“ROP”), which will plan for projected growth to the year 2051. The planned growth is significant: a regional population of 923,000 people and 470,000 jobs by 2051. City staff are participating in and monitoring the Regional Official Plan Review (“ROPR”) process through the Area Municipality Working Group (AMWG).

1.1 Regional Official Plan Review Process

The Region is undertaking the ROPR, which will be implemented through two separate amendments. The first amendment will focus on growth related components of the ROP. Growth related components include:

- Regional Urban Structure
- Intensification Strategy and Major Transit Station Areas
- Employment Strategy and Employment Area Conversion
- Growth Scenarios and Land Needs Assessment

Non-growth related policies of the ROP will be reviewed and updated separately from the growth related components, and will follow the amendment to the ROP to adopt the growth related components above.

The City’s role to date has been to participate in the Area Municipal Working Group, and to review, comment and provide initial input on the technical assessments for various components of the ROP review.

2.0 Regional Land Need Assessment

A key component of the ROPR is the Land Needs Assessment (the “LNA”) which is a study used to determine the amount of additional development land the region will require to accommodate forecasted employment and population forecast to 2051. The growth allocations are generally divided into greenfield and intensification (built-up area), and are implemented locally through the City’s Official Plan, District Plans, and the Zoning By-law.

The LNA uses a provincially prescribed methodology to determine growth related land need requirements. The LNA will be used to make the final determination on any additional urban lands required, the projected growth distribution between local area

municipalities in the region, and employment area allocations. The projected population growth and amount allotted to the City of Waterloo, along with the amount of employment area and intensification targets, will directly impact the City's Official Plan Review. The City's Official Plan must conform to the Regional Official Plan. The LNA includes two components: (i.) Community Area growth (residential, housing, commercial, institutional, etc.); and (ii.) Employment Area growth (industrial, manufacturing, academic, office, etc.). Taken together, the LNA determines the breakdown of Provincial forecasted population and employment growth, allocating a portion of the growth target to each local area municipality.

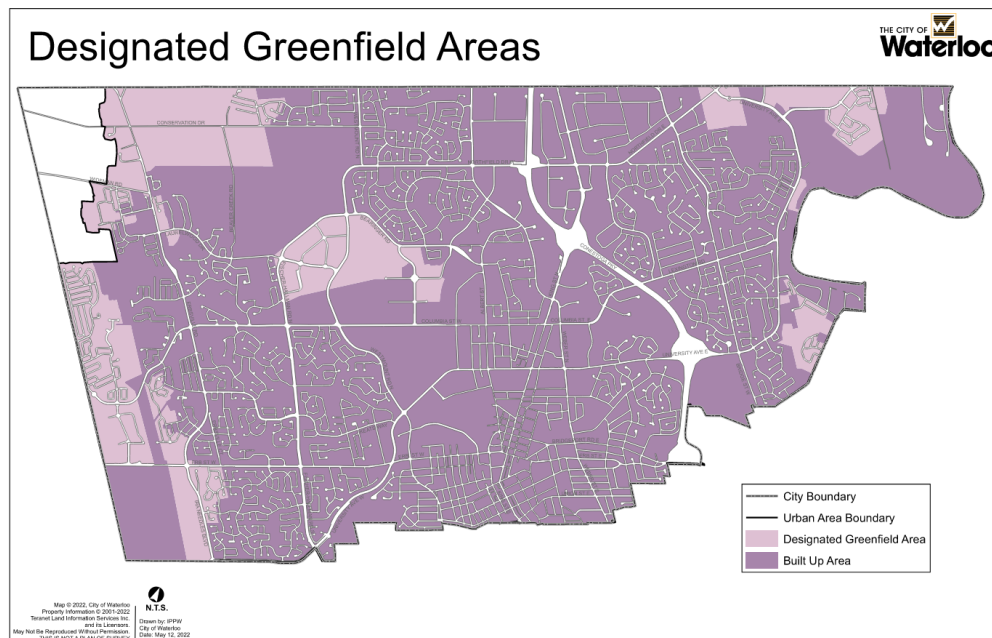
The Region's foundational themes and priorities related to the ROPR are set out below, which form the lens through which options are considered:

- building equitable, thriving, transit-supportive complete communities
- intensification-first approach to growth management
- realizing transformational climate action
- advancing indigenous relationships and reconciliation
- continuing to protect water, agricultural, and natural systems

2.1 Greenfield development and Intensification

Planning for growth is divided between the Built-Up Area (BUA) and the Designated Greenfield Area (DGA). The BUA is generally that part of the urban area where some development has already occurred. New development (including building additions and infill) in the BUA is identified/counted as intensification. The DGA is the area of the city that is generally undeveloped "greenfield" land. Figure 1 shows the relationship between the BUA and the DGA for the City of Waterloo as set out in the City's 2012 Official Plan:

Figure 1: Designated Greenfield Areas compared to the Built-Up Area in Waterloo



The Provincial Growth Plan requires that a minimum of 50% of all residential development must occur within the BUA applied region-wide (this is known as the intensification rate). For context, the City of Waterloo has averaged an intensification rate of 79% from 2010 to 2020, and 76% since 2006. This compares to a regional average of 56% over the same timeframe. Staff believes the City of Waterloo's planning framework has shown it is effective and reliable at "growing inward and upward", particularly in nodes, corridors, and strategic growth areas as set out in the City's current Official Plan and Zoning By-law, as supported by our capital and development charge budgets.

The Provincial Growth Plan requirement for the Designated Greenfield Area (DGA) is 50 people and jobs per hectare. The City of Waterloo has very little undeveloped DGA land available compared to other local area municipalities within the region. The largest DGA subarea in the City of Waterloo is the Beaver Creek Meadows area, which has an overall planned density target of 58 people and jobs per hectare, as set out in Specific Provision Area 62 of the City's Official Plan. More recently, Council approved a Block Plan for the Erbsville South Area with a planned density of 55 people and jobs per hectare. Planning staff are of the opinion that these densities are appropriate for such lands, and similar density targets should be translated to the limited remaining DGA parcels in the city, many of which are constrained in terms of location, configuration, environmental conditions, etc. Building off of the comprehensive multi-year Height & Density Policy Study and subsequent policy planning work completed by the City of Waterloo, Planning staff continue to support the approach of directing growth inward and upward in planned nodes, corridors, and station areas as opposed to placing greater density on the very edge of the city.

2.2 Land Needs Assessment Growth Options

The Region's draft LNA consists of three principle growth options. Each option allocates a specific level of growth to the local area municipalities, including the City of Waterloo. The growth options essentially provide a baseline, moderate intensification, and higher intensification options for growth over the next 30 years. The three options vary in the amount of intensification and greenfield growth. For the City of Waterloo, under all three options, there are no planned urban boundary expansion, which staff support. The three options are summarized in Table 1:

Table 1: Summary of LNA Growth Options

Growth Option	Targets	Highlights
1	50% intensification and 50 persons and jobs/ha in DGA	-population growth of 31,900 people for Waterloo -maximum amount of future low-density housing -requires largest urban area expansion in the region -to achieve an average of 50pj/ha, actual density would be lower than current regional average, being 54pj/ha

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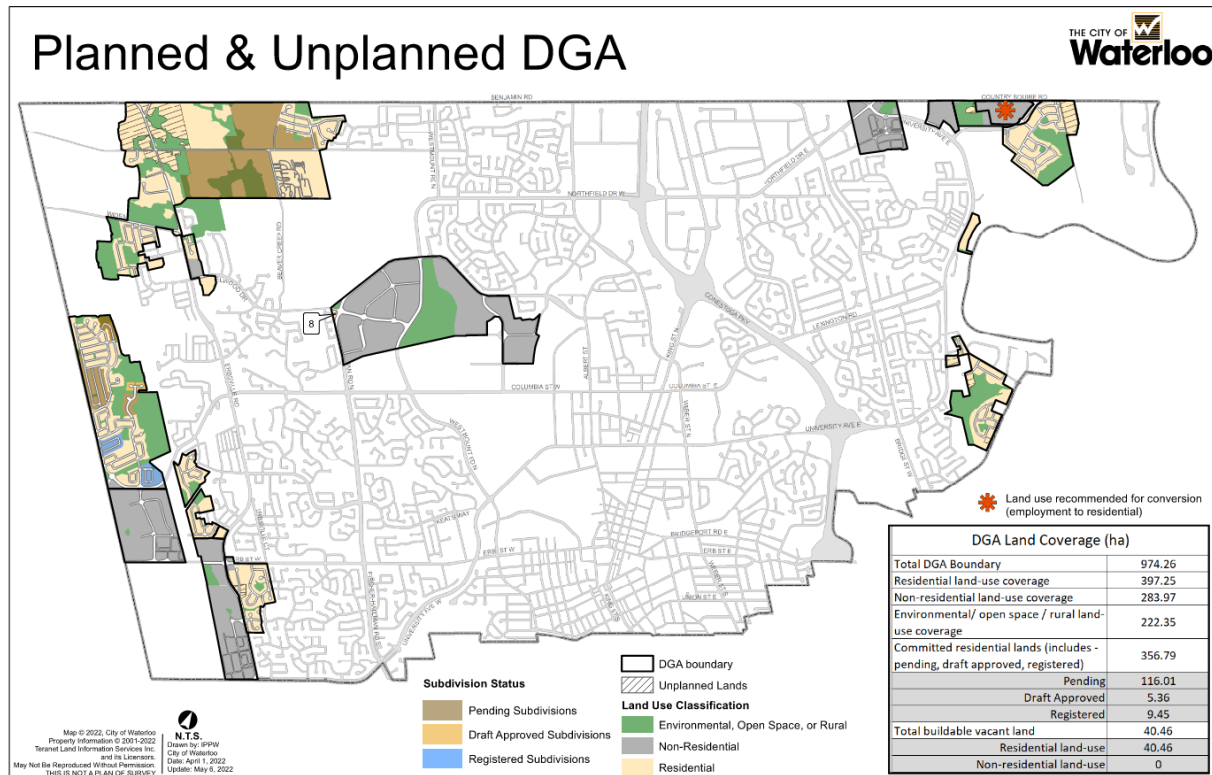
Growth Option	Targets	Highlights
2	60% intensification and 60 persons and jobs/ha in DGA	<ul style="list-style-type: none"> -population growth of 52,200 people for Waterloo -more dense than Option 1 and lower number of low density units -actual density needed in the cities would be 69 pj/ha in DGA, which includes some planned DGA lands (e.g., Beaver Creek Meadows) being 58 pj/ha, therefore the effective density required on remaining DGA lands would increase to 85+ pj/ha, which is of concern to Planning staff, and we question the appropriateness of such densities on remaining DGA lands in the City of Waterloo
3	60% intensification and 66 persons and jobs/ha in DGA	<ul style="list-style-type: none"> -population growth of 55,600 people for Waterloo -most dense housing mix -no urban boundary expansion in the region -number of people that could be accommodated in new units would decrease, resulting in greater pressure on existing neighbourhoods to accommodate more growth -actual density to achieve this scenario would be 76pj/ha in DGA, which includes some planned DGA lands (e.g., Beaver Creek Meadows) being 58 pj/ha, therefore the effective density required on remaining DGA lands would increase to 95+ pj/ha, which is of concern to Planning staff, and we question the appropriateness of such densities on remaining DGA lands in the City of Waterloo -for the City of Waterloo, this option places the greatest proportion of newcomers at the edge of the City in suburban areas

Table 1 summarizes the overall impacts of the three growth scenarios on a region-wide basis. However, growth is not planned equally across the three urban and four township municipalities in the Region. In order to achieve the growth scenarios noted in Table 1, Regional staff are proposing that some municipalities will have higher or lower greenfield and intensification targets in order to meet the targets. While the region-wide DGA density target is detailed as 50, 60 and 66 persons and jobs/hectare respectively, the actual DGA density required for the three cities within the Region is higher, at 53, 69 and 77 persons and jobs/hectare, with lesser densities assigned to the townships. For Council's awareness, DGA densities targets of 69 and 77 persons and jobs/hectare are far higher than anything that has ever been planned for or built in the DGA in the City of Waterloo, and are understated as some of the associated lands include developed/developing subdivisions/condominiums such as Beaver Creek Meadows. City staff do not feel that these targets are realistic.

2.3 Waterloo's Designated Greenfield Areas

The amount of unplanned DGA land in the City of Waterloo is extremely limited. Based on analysis conducted by City staff, there is approximately 40.5 hectares remaining of unplanned non-employment DGA land. This remaining land is primarily located in the Erbsville area as shown on Figure 2 below, and also features both Regional-scale environmental features as well as floodplain, wetland and other environmental constraints.

Figure 2: Remaining Planned and Unplanned DGA Land in Waterloo



Through discussions with Regional staff, under Option 2, City staff understand that these 40.5 hectares of unplanned DGA lands will need to achieve an actual density of 85+ persons and jobs/hectare. This is because the 69 persons and jobs/hectare target described in Section 2.2 of IPPW2022-015 includes lands such as the “Pending Subdivisions” in Figure 2 in Beaver Creek Meadows which are actively being planned at a lesser density of 58 persons and jobs/hectare, meaning much higher densities must be achieved on the unplanned DGA lands. Planning staff do not believe such assumptions are viable or realistic, particularly given the location of the unplanned DGA lands and the edge of the city. The City of Waterloo has not previously approved a subdivision at such high densities. For comparison, Beaver Creek Meadows is being planned with a range of housing types at 58 persons and jobs/hectare, which has been challenging when factoring in constraints, irregular shaped parcels of land, the need for parkland, schools, stormwater management facilities, and suburban development design requirements such

as parking. In the opinion of City staff, further analysis is required to demonstrate densities significantly higher than 58 persons and jobs/hectare are appropriate in DGA areas at the edge of the city.

Staff are also concerned that such a strategy (i.e., requiring higher DGA densities at the edge of the city) will unnecessarily redirect some growth from the BUA. Such high densities may also put higher stress on sensitive environmental areas in northwest Waterloo. City staff believe the City is better served in terms of growth management to direct fewer people to the limited unplanned DGA lands, and more people to the BUA as envisioned in our Official Plan. The City has comprehensively planned for growth primarily through infill and intensification in the BUA, and will continue to do so through the City's current Official Plan Review, with continued focus on designated nodes and corridors, emerging neighbourhoods around ION stops (Major Transit Station Areas), and Uptown Waterloo – to see these areas continue to grow as planned, supplemented by gentle density to be planned within existing low rise residential neighbourhoods.

2.4 Recommended Community Area allocation adjustment

Staff recommend supporting the population allocation assigned to the City of Waterloo under a modified Option 2 scenario of the draft LNA. The rationale for a modified scenario is due to the fact that staff do not believe that the DGA densities under Option 2 are achievable given the context and amount of remaining DGA lands in the City. As such, for the City of Waterloo, staff recommend a modification to Option 2 that would maintain the overall population allocation but plan for densities on unplanned DGAs in the 60-65 persons and jobs/hectare range. The remaining population should be assigned to the BUA.

2.5 Employment Area Land Needs

In addition to planning for residential growth, the LNA has developed growth options for future employment land needs. The employment land needs are summarised in Table 2:

Table 2: Summary of Employment Land Needs

Growth Option	Targets	highlights
1	15% intensification and 35 jobs/ha	-moderate intensification of employment areas, similar to existing trends -35 jobs/ha assumes a mix of employment areas from warehousing, manufacturing and office
2	25% intensification and 35 jobs/ha	-more dense than Option 1 and lower number of low density units -higher intensification and greater use of “under-utilized” land (e.g. parking lots)

Existing employment in the City of Waterloo is estimated to include 74,800 jobs as of 2021. Attachment 1 summarizes and compares Waterloo's growth projections in comparison to the other city and township municipalities within the region. The City of Waterloo is not anticipated to expand any employment lands in greenfield areas.

As part of the Regional Official Plan Review process, the Region undertook a comprehensive review of employment area trends and forecasting. In general, findings from the regional assessment indicate a broad trend towards low and declining employment area densities. Manufacturing in particular is moving towards increase automation, and warehousing is associated with large industrial buildings with overall lower employment densities.

The City of Waterloo's employment areas contain a higher amount of office uses (compared to adjacent regional municipalities), which increases the overall jobs per hectare density for the City. These higher density areas are concentrated near the Universities and the Research and Technology Park. The City includes academic uses as part of its employment area framework, which contributes to higher average employment densities. Outside of business parks and employment areas near the universities, the City's traditional manufacturing has lower employment densities, similar to other municipalities in the region. The City of Waterloo's current overall employment density is 51 jobs per hectare, which is higher than the regional average of 35 jobs per hectare.

Under the Employment Areas Option 1 (15% employment land intensification scenario), the Region has projected only 300 additional employment land jobs in the City of Waterloo between 2021 and 2051, while under Option 2 (25% intensification scenario), this increases to 2,100 jobs. In comparison, other municipalities in the Region are forecast to see significantly more growth in industrial-type employment (non-office uses). It should be noted that the City of Waterloo will see the build out of the West Side Employment Lands before 2051, which primarily contemplates industrial/flex industrial space and office uses. These employment lands comprise approximately 45 hectares, and if they accommodate predominantly traditional employment land jobs at between 20 and 40 jobs per hectare, between 900 and 1,800 jobs will be added. It is anticipated that other vacant employment lands will develop before 2051, along with infill and intensification opportunities. It is unclear why the allocated jobs growth in the City of Waterloo is so conservative. The assumption of 300 jobs between 2021-2051 (30-year period) appears low given the LNA identifies that Waterloo had growth of 810 jobs in the 15-year period from 2006-2021. While office-type employment is projected to be the dominant form of employment in Waterloo, and is expected to be "slow" post-pandemic, future projections should not discount growth of industrial-related employment or advanced technology employment.

2.6 Recommended Employment Area allocation adjustment

The City of Waterloo's employment area planning framework, which anticipates a larger proportion of higher-density office / advanced technology related employment use compared to traditional manufacturing uses is likely to continue given the City's location.

Despite this, City staff have indicated to Regional planning staff that employment growth should not focus solely on higher density office-type jobs in forecasting employment growth in the City of Waterloo. The West Side Employment Lands represents one example of where flexible employment uses could be accommodated in the City, to meet emerging market needs.

Therefore, Planning staff recommend that the amount of jobs allocated to the City of Waterloo be adjusted (increased), and that a broader range in the employment types be factored into the final LNA. It is staff's opinion that the amount and types of jobs allocated to the City of Waterloo can be refined as part of finalizing the LNA report.

3.0 Next Steps

Throughout the ROP Review, the Region has received feedback from area municipal staff and various delegations. This report only evaluates and comments on the formal options identified by Regional staff to date, as set out in Sections 2.2 and 2.5 of IPPW2022-015.

This report, if approved by Council, will be forwarded to the Region of Waterloo as part of overall consultation process on the ROPR. Region staff will consider all feedback received, and report to Regional Council on June 15, 2022 with a recommendation on how to proceed forward with the LNA, and recommend forecast allocations to include into the draft Regional Official Plan. After June, the Region Official Plan Review process will enter the final approval phase, as follows:

- July 2022 – release of the draft ROP Policy Amendment (Growth Related components) and Open House
- Late July 2022 – ROP Policy Amendment Statutory Public Meeting
- August 2022 – Recommendation Report to Regional Council on Adoption of ROP Policy Amendment (to then be forwarded to the Province for approval)
- Fall 2022/Winter 2023 – ROP Policy Amendment (non-growth related). This will include topics such as environmental policies, agricultural policies, and aggregates.

Planning staff will continue to participate in the ROP Review process as part of the Area Municipality Working Group. Planning staff will review and comment on the draft amendment, on behalf of the City of Waterloo, in accordance with Council's direction on IPPW2022-015. Planning staff will continue to work constructively with Regional planning staff to ensure the City's interests are accounted for in the draft policies proposed through the ROP Review.

Attachment A: Land Needs Assessment forecast details for Waterloo

The following are detailed forecast tables and figures from the Regional Official Plan Land Needs Assessment report. The tables provide figures and forecasted growth projections specific to the City of Waterloo based on the three proposed growth options. The full [Land Needs Assessment](#) report, which includes region-wide forecast figures can be found on the Regional Official Plan Engage Region of Waterloo page.

City of Waterloo Summary of LNA Growth Options**Community Area Option 1**

Year	Population (Including Census Undercount) ¹	Households				Persons Per Unit (PPU)
		Low Density ²	Medium Density ³	High Density ⁴	Total	
2016	109,200	24,265	5,855	10,260	40,380	2.70
2021	127,300	25,255	6,160	15,430	46,845	2.72
2051	159,200	27,905	7,755	25,090	60,750	2.62
2021-2051	31,900	2,650	1,595	9,660	13,905	

Community Area Option 2

Year	Population (Including Census Undercount) ¹	Households				Persons Per Unit (PPU)
		Low Density ²	Medium Density ³	High Density ⁴	Total	
2016	109,200	24,265	5,855	10,260	40,380	2.70
2021	127,300	25,255	6,160	15,430	46,845	2.72
2051	179,500	27,175	12,130	28,705	68,010	2.64
2021-2051	52,200	1,920	5,970	13,275	21,165	

Community Area Option 3

Year	Population (Including Census Undercount) ¹	Households			
		Low Density ²	Medium Density ³	High Density ⁴	Total
2016	109,200	24,265	5,855	10,260	40,380
2021	127,300	25,255	6,160	15,430	46,845
2051	182,900	27,580	12,550	29,035	69,165
2021-2051	55,600	2,325	6,390	13,605	22,320

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Housing

Community Area Option 1

Year	Households by Policy Area				% Intensification
	BUA	DGA	Rural	Total	
2016	38,480	1,890	10	40,380	
2022	43,815	3,450	10	47,280	
2051	53,425	7,320	10	60,750	
2016-2022	5,335	1,560	0	6,900	77%
2022-2051	9,610	3,870	0	13,470	71%

Community Area Option 2

Year	Households by Policy Area				% Intensification
	BUA	DGA	Rural	Total	
2016	38,480	1,890	10	40,380	
2022	43,815	3,450	10	47,280	
2051	58,865	9,135	10	68,010	
2016-2022	5,335	1,560	0	6,900	77%
2022-2051	15,050	5,685	0	20,730	73%

Community Area Option 3

Year	Households by Policy Area				% Intensification
	BUA	DGA	Rural	Total	
2016	38,480	1,890	10	40,380	
2022	43,815	3,450	10	47,280	
2051	59,240	9,920	10	69,165	
2016-2022	5,335	1,560	0	6,900	77%
2022-2051	15,425	6,470	0	21,885	70%

2021 to 2051 Growth Increment: Concepts 1 to 3 City of Waterloo																							
Concept		Total Households				BUA Households				DGA Households				Rural Households									
		Low Density ¹	Medium Density ²	High Density ³	Total	Low Density ¹	Medium Density ²	High Density ³	Total	Low Density ¹	Medium Density ²	High Density ³	Total	Low Density ¹	Medium Density ²	High Density ³	Total						
Concept 1		2,650	1,595	9,660	13,905	20	965	8,930	9,915	2,630	635	735	4,000	-	-	-	-						
Concept 2		1,920	5,970	13,275	21,165	20	3,810	11,525	15,355	1,900	2,165	1,750	5,815	-	-	-	-						
Concept 3		2,325	6,390	13,605	22,320	20	3,885	11,825	15,730	2,305	2,515	1,780	6,600	-	-	-	-						
Concept 2 - Concept 1		(730)	4,375	3,615	7,260	-	2,845	2,595	5,440	(730)	1,530	1,015	1,815	-	-	-	-						
Concept 3 - Concept 1		(325)	4,795	3,945	8,415	-	2,920	2,895	5,815	(325)	1,880	1,045	2,600	-	-	-	-						
Concept 3 - Concept 2		405	420	330	1,155	-	75	300	375	405	350	30	785	-	-	-	-						

Region-wide Summary of Growth Options																									
	Period	Region-wide Total						BUA						DGA						Rural					
		Population		Households				Population		Households				Population		Households				Population		Households			
		Including Census Undercount ¹	Excluding Census Undercount	Low-Density	Medium-Density	High-Density	Total	Including Census Undercount ¹	Excluding Census Undercount	Low-Density	Medium-Density	High-Density	Total	Including Census Undercount ¹	Excluding Census Undercount	Low-Density	Medium-Density	High-Density	Total	Including Census Undercount ¹	Excluding Census Undercount	Low-Density	Medium-Density	High-Density	Total
2021																									
Total	2021	617,000	593,300	132,930	33,280	57,465	223,675	506,100	486,700	107,025	26,655	55,695	189,375	79,500	76,500	16,785	6,525	1,465	24,775	31,300	30,100	9,115	105	305	9,525
Shares	2021			59%	15%	26%	100%			57%	14%	29%	100%			68%	26%	6%	100%			96%	1%	3%	100%
Concept 1: 50% Intensification & 50 p&J/ha																									
Total	2051	923,000	887,500	171,990	55,485	117,280	344,755	626,600	602,500	107,440	32,150	110,110	249,700	262,800	252,700	54,490	23,235	6,860	84,585	33,600	32,300	10,060	105	310	10,470
	2021-2051	306,000	294,200	39,060	22,205	59,815	121,080	120,500	115,800	415	5,495	54,415	60,325	183,300	176,200	37,705	16,710	5,395	59,810	2,300	2,200	945	0	5	945
Shares	2051			50%	16%	34%	100%			43%	13%	44%	100%			64%	27%	8%	100%			96%	1%	3%	100%
	2021-2051			32%	18%	49%	100%			1%	9%	90%	100%			63%	28%	9%	100%			100%	-1%	1%	100%
Concept 2: 60% Intensification & 60 p&J/ha																									
Total	2051	923,000	887,500	155,370	64,845	124,540	344,755	647,900	673,800	107,440	40,900	113,025	261,365	215,600	207,300	37,875	23,845	11,200	72,920	33,600	32,300	10,055	105	310	10,470
	2021-2051	306,000	294,200	22,440	31,565	67,075	121,080	141,800	187,100	415	14,245	57,330	71,990	136,100	130,800	21,090	17,320	9,735	48,145	2,300	2,200	945	0	5	945
Shares	2051			45%	19%	36%	100%			41%	16%	43%	100%			52%	33%	15%	100%			96%	1%	3%	100%
	2021-2051			19%	26%	55%	100%			1%	20%	80%	100%			44%	36%	20%	100%			99%	0%	1%	100%
Concept 3: 60% Intensification & 63 p&J/ha (No Urban Boundary Expansion)																									
Total	2051	923,000	887,500	154,755	64,325	125,675	344,755	675,000	649,000	107,440	40,900	113,030	261,370	214,000	206,000	37,255	23,325	12,335	72,915	34,000	32,000	10,060	105	310	10,470
	2021-2051	306,000	294,200	21,825	31,045	68,210	121,080	168,900	162,300	415	14,245	57,335	71,995	134,500	129,500	20,470	16,800	10,870	48,140	2,700	1,900	945	0	5	945
Shares	2051			45%	19%	36%	100%			41%	16%	43%	100%			51%	32%	17%	100%			96%	1%	3%	100%
	2021-2051			18%	26%	56%	100%			1%	20%	80%	100%			43%	35%	23%	100%			100%	0%	1%	101%

Population Forecast by Growth Option and Area Municipality										
Period	Area Municipality							City Total	Township Total	Region of Waterloo
	City of Cambridge	City of Kitchener	City of Waterloo	Township of North Dumfries	Township of Wellesley	Township of Wilmot	Township of Woolwich			
2021	146,000	269,100	127,300	11,300	11,900	22,700	28,700	542,400	74,600	617,000
Option 1, 2051	267,900	368,500	159,200	18,800	14,000	36,400	58,200	795,600	127,400	923,000
Option 2, 2051	219,300	410,700	179,500	19,600	14,000	30,300	49,500	809,500	113,400	923,000
Option 3, 2051	213,400	417,500	182,900	17,200	12,400	28,800	50,800	813,800	109,200	923,000
Total Population Growth Percentage Change from 2021 to 2051 [(2051-2021)/2021]										
Option 1, 2021-2051	83%	37%	25%	66%	18%	60%	103%	47%	71%	50%
Option 2, 2021-2051	50%	53%	41%	73%	18%	33%	72%	49%	52%	50%
Option 3, 2021-2051	46%	55%	44%	52%	4%	27%	77%	50%	46%	50%

**Comparison of Land Needs by Area Municipality
(Shortfall), Land Area, ha**

Area Municipality	Concept 1	Concept 2	Concept 3
Cambridge	(1310)	(146)	0
Kitchener	(192)	0	0
Waterloo	0	0	0
North Dumfries	(55)	(29)	0
Wellesley	(38)	(25)	0
Wilmot	(197)	0	0
Woolwich	(416)	(176)	0
Total	-2,208	(376)	0

**Comparison of People and Jobs Density, 2051
Total D.G.A. Density, People and Jobs/ha**

Area Municipality	Concept 1	Concept 2	Concept 3
Cambridge	51	64	69
Kitchener	55	66	69
Waterloo	52	62	67
North Dumfries	44	53	50
Wellesley	43	52	50
Wilmot	42	51	46
Woolwich	43	45	65
Total	50	60	66

**Comparison of People and Jobs Density, 2019 to 2051
Incremental D.G.A. Density, People and Jobs/ha**

Area Municipality	Concept 1	Concept 2	Concept 3
Cambridge	51	68	78
Kitchener	53	69	74
Waterloo	53	69	77
North Dumfries	43	54	50
Wellesley	42	59	67
Wilmot	43	67	55
Woolwich	41	43	70
Total	49	63	73

Employment Area Option 1 – 15% Employment Area Land Intensification

Year	Population1	Major Office	Employment Land Employment	Population Related Employment	Rural Based	Total
2011	102,700	19,600	22,700	28,800	0	71,200
2016	109,200	20,200	15,200	31,800	0	67,200
2021	127,300	23,100	16,500	35,200	0	74,800
2051	179,500	44,700	16,800	51,300	0	112,800

Employment Area Option 1 – 25% Employment Area Land Intensification

Year	Population1	Major Office	Employment Land Employment	Population Related Employment	Rural Based	Total
2011	102,700	19,600	22,700	28,800	0	71,200
2016	109,200	20,200	15,200	31,800	0	67,200
2021	127,300	23,100	16,500	35,200	0	74,800
2051	179,500	44,700	18,600	51,300	0	114,600

Employment Area Option 2 – 15% Employment Area Land Intensification

Year	Population1	Major Office	Employment Land Employment	Population Related Employment	Rural Based	Total
2011	102,700	19,600	22,700	28,800	0	71,200
2016	109,200	20,200	15,200	31,800	0	67,200
2021	127,300	23,100	16,500	35,200	0	74,800
2051	179,500	44,700	16,800	51,300	0	112,800

Employment Area Option 2 – 25% Employment Area Land Intensification

Year	Population1	Major Office	Employment Land Employment	Population Related Employment	Rural Based	Total
2011	102,700	19,600	22,700	28,800	0	71,200
2016	109,200	20,200	15,200	31,800	0	67,200
2021	127,300	23,100	16,500	35,200	0	74,800
2051	179,500	44,700	18,600	51,300	0	114,600

Employment Land Needs by Municipality and Growth Option

	Employment Area Option 1 - 15% Intensification	Employment Area Option 1 - 25% Intensification	Employment Area Option 2 - 15% Intensification	Employment Area Option 2 - 25% Intensification
City of Cambridge	-132	-132	-250	-221
City of Kitchener	0	0	0	0
City of Waterloo	0	0	0	0
Township of North Dumfries	-86	-78	-86	-78
Township of Wellesley	0	0	0	0
Township of Wilmot	-17	-5	-17	-5
Township of Woolwich	-424	-242	-306	-152
Region of Waterloo	-659	-456	-659	-456