



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



COUNCIL MEETING AGENDA – REVISED

Monday, June 23, 2025
Closed Meeting: 2:00 PM
Public Meeting: 2:30 PM

Mayor McCabe in the Chair

1. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

2. CLOSED MEETING

Recommendation:

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

- a) acquisition/disposition of land (Disposition of city-owned lands); and
- b) position, plan, criteria to be applied to negotiations (Disposition of city-owned lands).

COUNCIL MEETING WILL RECESS AND RECONVENE AT 2:30 PM

3. TERRITORIAL ACKNOWLEDGEMENT

4. MOMENT OF REFLECTION

5. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

6. APPROVAL OF MINUTES

That the previous meeting minutes be approved.

a) May 26, 2025 – Council Meeting

Recommendation:

That the minutes of the Council meeting held on May 26, 2025 be approved as printed.

7. CONSENT MOTION

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

a) Title: 2024 Consolidated Financial Statements

Report No.: CORP2025-025

Prepared By: Paul Hettinga

Recommendation:

1. That Council approve report CORP2025-025.
2. That Council approve the 2024 Audited Financial Statements (draft) of the Corporation of the City of Waterloo as attached in Appendix A.

b) Title: Uptown Temporary Leash Free Area

Report No.: COM2025-018

Prepared By: Andrea Bazler, Robin Milne, Brad Witzel

Recommendation:

1. That Council approve report COM2025-018.
2. That Council approve the proposed location for the Uptown temporary leash free dog park at the Westmount Road entrance to Waterloo Park.
3. That Council approve funding in the amount of \$45,000 for the construction of the Uptown temporary leash free dog park, funded from Council's Community Priority and Contingency Reserve.

4. That Council direct staff to move forward with community engagement to determine permanent location for a leash free dog park in the City core.

c) **Title:** **Traffic and Parking By-law Amendments – Various Locations**
Report No.: IPPW2025-040
Prepared By: Haydn Kocznur

Recommendation:

1. That Council approve report IPPW2025-040.
2. That Traffic and Parking By-law #08-077 be updated with the amendments contained herein.

d) **Title:** **Waterloo Park Plan Implementation – 2025 Capital Funds Release Request**
Report No.: COM2025-017
Prepared By: Anna lee Sangster

Recommendation:

1. That Council approve report COM2025-017.
2. That Council approve the release of the 2025 non-routine capital funding for Waterloo Park Plan Implementation project (ref#305) in the amount of \$600,000, from the 2024-2026 Approved Capital Budget and 2027-2033 Capital Forecast.

e) **Title:** **Proposed Demolition of Residential Dwelling Unit at 47 Erb Street West, Atrium Waterloo GP Inc.**

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Report No.: IPPW2025-045
Prepared By: John Vos

Recommendation:

1. That Council approve report IPPW2025-045.
2. That Council issue a demolition permit in respect of the existing dwelling at 47 Erb Street West in accordance with the City's Demolition Control Area By-law No. 2013-014 subject to the City's standard conditions.

3. That Council grant relief from the following provisions of By-law No. 2013-014:

a. Section 6.a., such that the owner shall not be required to replace the dwelling unit on the lands; and

b. Section 6.b., such that a penalty of \$10,000.00 per dwelling unit shall not be required because the dwelling unit will not be replaced.

c. Section 7.b., such that the requirement for site plan approval and/or draft plan of subdivision approval prior to the issuance of a demolition permit has been waived;

f) Title: **Delegation of Approval Authority for Draft Plans of Condominium, Draft Plans of Subdivision, and Part Lot Control Exemptions** Page 17

Report No.: IPPW2025-044

Prepared By: Danielle Ingram

Recommendation:

1. That IPPW2025-044 be approved.

2. That the Director of Planning be authorized to approve (with or without conditions) or deny Standard Plans of Condominium, Phased Plans of Condominium, Common Element Condominiums, and Condominium Exemption requests, and execute all documents and plans thereto, including the registration of same.

3. That the Director of Planning be authorized to execute all documents and plans for Draft Plans of Subdivision, including the registration of same.

4. That the Director of Planning be authorized to approve or deny Part Lot Control Exemption By-laws, and execute all documents and plans thereto, including the registration of same.

g) Title: **Multi-Sector Service Accountability Agreement – Declaration of Compliance – City of Waterloo, Community Support Services** Page 25

Report No.: COM2025-020

Prepared By: Tiffany Smith

Recommendation:

1. That Council approve report COM2025-020.
2. That the Mayor be authorized to sign the necessary document associated with the Multi-Sector Service Accountability Agreement (MSAA) Schedule F – Declaration of Compliance and any other MSAA documents related to City of Waterloo's delivery of Community Support Service programs, subject to the satisfaction of the City's Solicitor.

8. ITEMS REMOVED FROM THE CONSENT MOTION

9. STAFF REPORTS

a) **Title: Large Street Gathering Recommendations Update**

Report No.: COM2025-019

Prepared By: Nicole Papke, Cari Van Niekerk

Presentation: Nicole Papke and Cari Van Niekerk

Recommendation:

1. That Council receive report COM2025-019 for information.

b) **Title: Housing Accelerator Fund Initiative 6: Additional Residential Unit (ARU) Grant Program**

Report No.: IPPW2025-035

Prepared By: Dominik Simpson

Presentation: Dominik Simpson

Recommendation:

1. That Council approve IPPW2025-035.
2. That Council approve the Corporate Procedure as set out in Appendix 'A' to IPPW2025-035 regarding guidelines for the ARU Grant Program.
3. That Council enact the By-law as set out in Appendix 'B' to IPPW2025-035 to permit The Corporation of The City of Waterloo to enter into agreements for the provision of affordable housing through a Municipal Housing Facilities By-law for the ARU Grant Program.

4. That Council direct staff to publish and release on the City's website the ARU Grant Program and associated implementation materials as outlined in this report.
5. That Council authorize the Director of Planning to execute all agreements and related documents in respect of the provision of affordable housing through the Municipal Housing Facilities By-Law for the ARU Grant Program, subject to the form of such agreements and documents being satisfactory to the City Solicitor.

c) **Title:** **2024/25 Winter Control Review**
Report No.: IPPW2025-027
Prepared By: Bob Henderson, Robin Milne, Nicole Papke,
Tracie Bell, Brad Witzel

Recommendation:

1. That IPPW2025-027 be received for information;
2. That staff be directed to review other opportunities identified in IPPW2025-027 to enhance winter maintenance as the City's transportation network expands to promote compliance with the minimum maintenance standards set out under O.Reg. 239/03 of the Municipal Act; and,
3. That staff maintain a communications plan to assist in education and expectations about service levels following major snowfall events; and,
4. That for the 2027 and 2028-2030 budget cycles, the City's Budget Committee be directed to explore opportunities for improvements to winter control operations for Council's consideration.
5. That the Traffic and Parking By-law 2008-077 definition for "snow event" be revised as described in IPPW2025-027.

COUNCIL MEETING WILL RECESS AND RECONVENE AT 6:30 PM

10. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

11. STAFF REPORTS continued

- a) **Title:** **Rental Housing Regulation Review**
Report No.: COM2025-015
Prepared By: Grant Curlew

Presentation: Grant Curlew

Delegations:

1. Alexandra Oestreicher, President, Conestoga Students Inc.
2. Tony Rossignoli, Resident of Waterloo
3. Sofia Bahar, Stakeholder Relations Assistant, Waterloo Undergraduate Student Association (WUSA)

Recommendation:

1. That Council approve report COM2025-015.
2. That Council approve the updated Residential Rental Licensing By-law, as outlined in this report, and repeal and replace the existing By-law 2011-047.
3. That Council approve amendments to Business Licensing By-law 2023-105, adding licensing provisions for Short-term Rental Platforms.
4. That Council authorize the hiring of a part-time contract Zoning Coordinator (0.6 FTE) to begin March 2026.
5. That Council authorize the elevation of a Licensing & Standards Officer to a Supervisor role to begin March 2026.
6. That Council direct staff to continue to review the feasibility of an Apartment Building Safety Program and return with recommendations at a later date.

- b) **Title:** **Review of Eviction Regulations and other Tenant Supports**
Report No.: COM2025-016
Prepared By: Michelle Lee, Tanja Curic, Grant Curlew

Presentation: Michelle Lee, Tanja Curic, Grant Curlew

Delegations:

1. Steven Singer, Resident of Waterloo

Recommendation:

1. That Council approve report Com2025-016.
2. Direct staff to create and update, as needed, a Tenant and Landlord Information Package, in collaboration with area municipalities and the Region of Waterloo, for broad dissemination and posting on the City's Rental Housing Support webpage.
3. Direct staff, on behalf of Council, to write to the Premier of Ontario and the Minister of Municipal Affairs and Housing to request that the Province:
 - a) Proclaim into force the tenant protections in the Residential Tenancies Act, 2006 that were passed in June 2023 through Bill 97 and that include provisions to prevent bad faith evictions;
 - b) Make additional investments in the Landlord and Tenant Board to make it easier and clearer for tenants navigating the tribunal system and to expedite the resolution of cases; and
 - c) Increase funding of Provincially funded legal clinics to provide additional staffing and resources for tenants and to prevent instances of illegal evictions.
4. Encourage the Region of Waterloo, as the designated service manager for housing and homelessness in Waterloo Region to continue to invest in the creation of new, affordable, non-market rental housing and co-operative housing.
5. Direct staff to provide one-time funding in 2026, up to a total of \$30,000, to augment Regional funding of local organizations providing eviction prevention services in accordance with the recommendations in the Affordable Housing Strategy, to be funded from the Affordable Housing Strategy project (ref #620).

6. Direct staff to consider sustainable long-term funding of the City's Multi-Unit Residential Acquisition (MURA) program, in alignment with the forthcoming Federal program, to support the purchase of existing affordable rental housing developments by non-profit and co-operative housing organizations and increase security of tenure for tenants, as part of the 2027 and/or 2028-2030 budget deliberation process.
7. Direct staff to proceed with the exploration of a rental replacement by-law, in accordance with the recommendations in the Affordable Housing Strategy, with a goal to initiate the work starting in late 2025/early 2026.
8. Direct staff to monitor the implementation and efficacy of eviction regulations in other municipalities as well as any new Provincial legislative changes, including those announced on Jun 5, 2025, and to report back to Council in 2026 with an update and any changes to staff's recommendations.

c) Title: **Annual Accessibility Report (AODA)** **Page 29**
Report No.: CAO2025-004
Prepared By: Amy Ross

Presentation: Amy Ross

Recommendation:

1. That Council approve report CAO2025-004.
2. That Council continues to champion accessibility and inclusion in all aspects of the corporation.

d) Title: **Mid Year Update – Inclusionary Zoning within Protected Major Transit Stations Areas, City of Waterloo** **Page 35**
Report No.: IPPW2025-030
Prepared By: Douglas W. Stewart

Presentation: Douglas Stewart

Recommendation:

1. That report IPPW2025-030 be approved.
2. That the implementation timing of Inclusionary Zoning remain as 'an undetermined date in the future.'

3. That Planning staff be directed to undertake an additional market evaluation in association with the City of Kitchener, the City of Cambridge and the Region of Waterloo.

12. PUBLIC MEETINGS

Informal Public Meeting

- a) Title: **Zoning By-law Amendment Z-25-09
City of Waterloo**
Prepared by: Janine Fletcher
Ward No.: City-wide

Presentation: Janine Fletcher

13. CONSIDERATION OF NOTICE OF MOTION GIVEN AT PREVIOUS MEETING

None

14. NOTICE OF MOTION

None

15. COMMUNICATIONS AND CORRESPONDENCE

None

16. UNFINISHED BUSINESS

- a) Title: **Lease Agreement for St. Columba
Arts Space** **Page 41**

Report No.: CAO2025-020
Prepared By: Lakyn Barton and Astero Kalogeropoulos

Addendum: **Lease Agreement for St. Columba
Arts Space: Supplementary Info** **Page 45**

Report No.: CAO2025-020.1
Prepared By: Justin McFadden

For Information.

Delegations:

1. Jen Prior, Resident of Waterloo

2. Wendy Ridgway, City of Waterloo Neighbourhood Connector,
Lincoln Heights Neighbourhood Group

3. Jeff Percival, Resident of Waterloo

4. Teneile Warren, Resident of Kitchener

5. Alexandra Glass, Executive Director, ArtsBuild Ontario

Recommendation:

1. That Council approve report CAO2025-020.

2. That Council approve the lease agreement with ArtsBuild Ontario for the operation of the St. Columba arts space (250 Lincoln Road) for a term up to 3 years.

3. That the Mayor and Clerk be authorized to sign the Lease Agreement between the Corporation of the City of Waterloo and ArtsBuild Ontario and any other necessary documents, subject to the satisfaction of the City Solicitor.

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 2025-039 and that the Mayor and Clerk be authorized to sign them accordingly.

- a) By-law to Amend No. 08-077, a By-law to Regulate Traffic and Parking on Highways under Jurisdiction of the City of Waterloo (IPPW2025-040, Council June 23, 2025)
- b) By-law to Amend No. 08-077, a By-law to Regulate Traffic and Parking on Highways under Jurisdiction of the City of Waterloo (IPPW2025-027, Council June 23, 2025)

- c) By-law to Amend the City of Waterloo Official Plan for 1 Columbia Street West, 351 King Street North, and 355 King Street North (IPPW2025-015, Council June 16, 2025)
- d) By-law to Amend No. 2018-050, being a Zoning By-law Controlling Land Use Development within the City of Waterloo for 1 Columbia Street West, 351 King Street North, and 355 King Street North (IPPW2025-015, Council June 16, 2025)
- e) By-law to Permit the Corporation of the City of Waterloo to Enter into Agreements for the Provision of Affordable Housing re: the Additional Residential Unit Grant Program (Municipal Housing Facilities By-law, IPPW2025-035, Council June 23, 2025)
- f) By-law for the Licensing and Regulation of Various Rental Businesses in the City of Waterloo (COM2025-015, Council June 23, 2025)
- g) By-law to Amend City of Waterloo By-law No. 2023-105 to Provide for the Licensing and Regulation of Short-Term Rental Platforms (COM2025-015, Council June 23, 2025)
- h) By-law to Amend City of Waterloo By-law #2025-030 (COM2025-007, Council May 5, 2025)
- i) By-law to Amend No. 2017-082, being a By-law to Delegate Authority to Execute Documents (IPPW2025-044, Council June 23, 2025)
- j) By-law to confirm all actions and proceedings of Council, June 23, 2025

20. ADJOURNMENT



STAFF REPORT
Planning

Title: Proposed Demolition of Residential Dwelling Unit at 47 Erb Street West, Atrium Waterloo GP Inc.

Report Number: IPPW2025-045

Author: John Vos

Council Date: June 23, 2025

File: N/A

Attachments: Map 1: Location Map

Ward No.: Ward 7 – Uptown

Recommendations:

1. That Council approve report IPPW2025-045.
2. That Council issue a demolition permit in respect of the existing dwelling at 47 Erb Street West in accordance with the City's Demolition Control Area By-law No. 2013-014 subject to the City's standard conditions.
3. That Council grant relief from the following provisions of By-law No. 2013-014:
 - a. Section 6.a., such that the owner shall not be required to replace the dwelling unit on the lands; and
 - b. Section 6.b., such that a penalty of \$10,000.00 per dwelling unit shall not be required because the dwelling unit will not be replaced.
 - c. Section 7.b., such that the requirement for site plan approval and/or draft plan of subdivision approval prior to the issuance of a demolition permit has been waived;

A. Report

Atrium Waterloo GP Inc. (the "**Applicant**") is requesting authorization from Council to demolish the mixed-use building at 47 Erb St W (the "**Lands**") which contains one (1) dwelling unit on the second storey and will require exemption from the City's Demolition Control Area By-law.

The City's Demolition Control Area By-law No. 2013-014 ("**By-law No. 2013-014**") is intended to:

- Prevent the premature loss of housing stock and the creation of vacant parcels of land;
- Prevent the premature loss of assessment;
- Retain existing residential units until new uses have been considered and zoning or a site plan is approved;
- Prohibit the use of demolition as a means to reduce maintenance costs; and

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- Prohibit the use of demolition as a tactic to obtain zoning or other City approvals.

The Applicant is proposing to demolish the existing mixed-use building which contains a restaurant (formerly “Angie’s”) and a dwelling unit, both of which have been vacant for several years. By-law 2013-014 applies to this building because it contains a dwelling unit. The Applicant also owns 33 Erb St W (formerly “The Atrium”) and is preparing to demolish that building as well, which contained a variety of commercial uses. By-law 2013-014 does not apply to The Atrium building because it does not contain a dwelling unit. The Applicant is preparing both parcels as part of a proposal for a new mixed-use high-density redevelopment.

Subsection 7.b. of By-law 2013-014 states that Site Plan Approval must be obtained prior to the issuance of a Demolition Permit, unless Council otherwise approves. Council approval is requested to ready the lands for development prior to site plan approval and to allow the joint demolition of both vacant structures.

Pursuant to Subsection 6.a. of By-law 2013-014, the Applicant (Atrium Waterloo GP Inc.) must construct and substantially complete the replacement development in accordance with approved plans not later than two years from the date that the demolition permit is issued. Subsection 6.b. applies a penalty of \$10,000.00 per demolished dwelling unit if it is not replaced within the prescribed timeline. Staff recommend that Council approve an exemption to Subsections 6.a. and 6.b. for the Lands.

Planning staff support the request to demolish the existing building at 47 Erb St W for reasons including:

- the existing dwelling is vacant (re: no displacement of occupants);
- the building is primarily commercial;
- to facilitate the development of a new multi-unit mixed-use / residential building;
- the completion of a pre-submission application for the proposed redevelopment.

If Council supports the Applicant’s request, it should be made clear that:

- 1) Council’s authorization to demolish the existing residential dwelling at 47 Erb St W shall not be construed or interpreted as fettering council’s authority to support or not support any future Planning Applications or the disposition of municipal lands; and
- 2) Council shall not be obligated to support any similar requests in the future. Each application under Section 8 of By-law No. 2013-014 will be evaluated on its merits.

Subject to the above, Planning staff support the request for demolition exemption at 47 Erb St W.

B. Financial Implications

Staff is not aware of any financial implications associated with this request.

C. Technology Implications

None.

D. Link to Strategic Plan

(Strategic Priorities: Reconciliation, Equity, Accessibility, Diversity and Inclusion; Environmental Sustainability and Climate Action; Complete Community; Infrastructure and Transportation Systems; Innovation and Future-Ready)

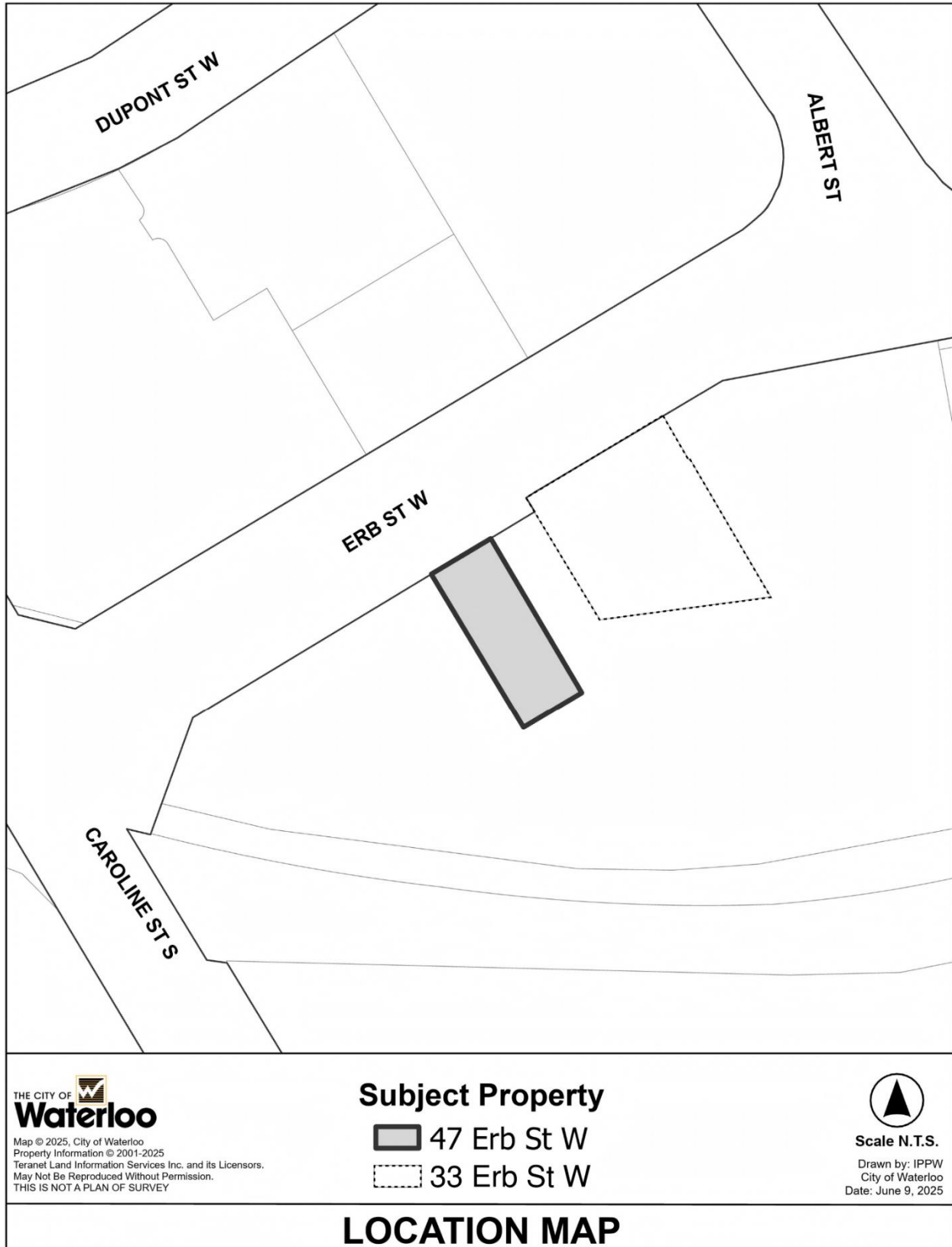
(Guiding Principles: Equity and Inclusion; Sustainability; Integrity; Workplace Wellbeing; Community-centred; Operational Excellence)

General alignment with “Infrastructure and Transportation Systems” and “Innovation and Future-Ready” Strategic Objectives.

E. Previous Reports on this Topic

- CAO2024-022 – Waterloo Town Square: North Parking Lot Land Matters and Commencement of Expropriation Proceedings
- CAO2025-018 – Proposed Land Exchange with Atrium Waterloo LP
- CAO2025-019 – North Lot Land Sale
- CAO2025-021 – Waterloo Town Square North Lot Land Surplus Declaration

Map 1 – Location Map





STAFF REPORT
Planning

Title: Delegation of Approval Authority for Draft Plans of Condominium, Draft Plans of Subdivision, and Part Lot Control Exemptions

Report Number: IPPW2025-044

Author: Danielle Ingram

Council Date: June 23, 2025

File: [File]

Attachments: Appendix 'A' - Delegation By-law

Ward No.: City Wide

Recommendations:

1. That IPPW2025-044 be approved.
2. That the Director of Planning be authorized to approve (with or without conditions) or deny Standard Plans of Condominium, Phased Plans of Condominium, Common Element Condominiums, and Condominium Exemption requests, and execute all documents and plans thereto, including the registration of same.
3. That the Director of Planning be authorized to execute all documents and plans for Draft Plans of Subdivision, including the registration of same.
4. That the Director of Planning be authorized to approve or deny Part Lot Control Exemption By-laws, and execute all documents and plans thereto, including the registration of same.

A. Executive Summary

On January 1, 2025, the Province transferred the approval authority for plans of condominium and plans of subdivision from the Region of Waterloo to the City of Waterloo pursuant to Bills 23 and 185. The approval and registration of condominiums and subdivisions is a new process to the City of Waterloo. This report is intended to provide for the comprehensive delegation of authority to the City's Director of Planning to execute and sign all documents related to current and future types of condominium applications and all subdivision applications.

B. Financial Implications

None.

C. Technology Implications

None.

D. Link to Strategic Plan

(Strategic Priorities: Reconciliation, Equity, Accessibility, Diversity and Inclusion; Environmental Sustainability and Climate Action; Complete Community; Infrastructure and Transportation Systems; Innovation and Future-Ready)

(Guiding Principles: Equity and Inclusion; Sustainability; Integrity; Workplace Wellbeing; Community-centred; Operational Excellence)

Operational Excellence: Providing exceptional service that meets the needs of partners, including the private development industry.

E. Previous Reports on this Topic

2014-086 – By-law to Delegate Council's Condominium Powers to the Director of Planning Approvals

2025-011 – Delegation of Signing Authority, Draft Plan of Condominium 30CDM-15404

2025-038 – Delegation of Signing Authority, Draft Plan of Condominium 30CDM-22406



Delegation of Approval Authority for Draft Plans of Condominium, Draft Plans of Subdivision and Part Lot Control Exemptions IPPW2025-044

1.0 – REPORT

Draft Plans of Condominium, Draft Plans of Subdivisions, and Part Lot Control Exemptions are planning applications that create unit or property (parcel) boundaries for parts of a building or lands, allowing such units or parcels to be sold to individuals. There is one type of subdivision application, while there are six (6) main types of draft plan of condominium applications being:

- Standard Condominium
- Phased Condominium
- Common Element Condominium
- Condominium Exemption
- Vacant Land Condominium
- Condominium Conversion

All of these types of applications fall under Section 51 of the Planning Act, R.S.O. 1990, c.P.13, with condominium applications having the added legislation of the Condominium Act, 1998, S.O. 1998, c.19.

On January 1, 2025, the Province transferred the approval authority for draft plans of condominium and draft plans of subdivision from the Region of Waterloo to the City of Waterloo pursuant to Bills 23 and 185. City staff have been working to duplicate the vast majority of the former regional processes now under the City's authority, to ensure continuity of service to the development industry. City staff are also starting to examine opportunities to improve such processes, in a manner tailored to City of Waterloo operations.

To assist with the efficient processing of draft plan applications, a delegation by-law has been drafted (see Appendix 'A') which will permit the Director of Planning, or his/her designate, to:

- a.) Approve or deny four (4) types of condominium applications (Standard, Phased, Common Element and Condominium Exemption requests), and execute / sign documents and plans related to same. Excluded applications are Draft Plans of Vacant Land Condominium and Condominium Conversions;
- b.) Execute / sign documents and plans for subdivision applications;

- c.) Approve or deny Part Lot Control Exemption applications, and execute / sign documents and plans related to same.

Draft Plans of Vacant Land Condominium require a legislated public meeting to be held and would therefore remain under Council's approval authority.

Condominium Conversions have specific tests for evaluation which are included in the Regional Official Plan (ROP) and City Official Plan (City OP), as they seek to convert existing rental stock into ownership units. Council has retained approval authority for Condominium Conversions; staff propose that this process be maintained.

Council has retained approval authority for Plans of Subdivision; staff propose that this process be maintained.

For Vacant Land Condominiums, Condominium Conversions, and Plans of Subdivision, delegation of authority to execute / sign documents and plans can be granted through the recommendations of the staff report, as Council determines appropriate.

Standard Condominiums, Phased Condominiums, Common Element Condominiums and Condominium Exemption requests do not have a legislated requirements for a public meeting or for public notice to be provided, and are technical in nature. To streamline development approvals related to these applications, it is recommended that authority be granted to the Director of Planning to approve such applications and to execute / sign documents and plans related thereto. Note, through By-law No. 2014-086, the Director of Planning was delegated authority to provide comments to the Region of Waterloo on all forms of condominium applications, as well as execute any agreement(s) and other such document(s) related to condominium applications on behalf of The Corporation of the City of Waterloo. Staff estimate that granting the Director of Planning delegated authority will expedite the approval of the specified applications by approximately 5 weeks on average.

Part Lot Control Exemption applications also do not have a legislated requirement for a public meeting or for public notice to be provided and are technical in nature. A Part Lot Control Exemption generally takes a block of land previously approved through a subdivision application and further divides the block into individual ownership parcel and/or easements. Delegation of authority will streamline the approval process for these technical applications.

If the by-law (Appendix 'A') is approved by Council, the Director of Planning will have the authority to approve (with or without conditions) or deny draft approval of Standard Condominiums, Phased Condominiums, Common Element Condominiums, Condominium Exemption requests and Part Lot Control Exemptions, as well as execute / sign all documents related thereto on behalf of The Corporation of the City of Waterloo, and to execute / sign all documents related to Draft Plans of Subdivision. Without restricting the foregoing, documents include draft approval of the application, any agreements required as a result of the draft approval conditions imposed, registration documents (including the mylar copies of the final plans to be registered at

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the Land Registry Office), clearance of condition letters, and any other document requiring approval by the City of Waterloo. At the discretion of the Director of Planning, the Director may refer such applications or approvals to Council.

APPENDIX 'A'
DELEGATION BY-LAW



THE CORPORATION OF
THE CITY OF WATERLOO

BY-LAW NO. 2025 –

BY-LAW TO AMEND NO. 2017-082, BEING A BYLAW TO
DELEGATE AUTHORITY TO EXECUTE DOCUMENTS

WHEREAS on January 1, 2025, the Province of Ontario transferred approval authority for plans of condominium and plans of subdivisions from the Regional Municipality of Waterloo to The Corporation of the City of Waterloo pursuant to Bills 23 and 185;

AND WHEREAS the Municipal Council of The Corporation of the City of Waterloo is desirous of delegating authority to certain staff to approve and sign certain documents in relation to Standard Draft Plan of Condominium Applications, Phased Draft Plan of Condominium Applications, Common Element Draft Plan of Condominium Applications, Condominium Exemption Applications, Plan of Subdivision Applications, and applications for Part Lot Control Exemption, as set out herein;

THEREFORE THE MUNICIPAL COUNCIL OF THE CORPORATION OF THE CITY OF WATERLOO ENACTS AS FOLLOWS:

1. That “Schedule ‘C’ – Integrated Planning & Public Works – Planning and Building” of By-law No. 2017-082 is hereby amended by adding the following:

7	<p>All documents, including:</p> <ul style="list-style-type: none"> - Approval of draft plans of condominium (including to impose conditions); - Final approval of plans of condominium; - Approval of part lot control exemptions; and - All documents and agreements signed in 	Director of Planning	Substance to be approved by the Manager, Development Planning or designate. Form of all documents to be satisfactory to the City
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	<p>respect of the above noted approvals and applications,</p> <p>related to Standard Condominium applications, Phased Condominium applications, Common Element Condominium applications, Condominium Exemption applications, and applications for Part Lot Control Exemption.</p>		<p>Solicitor or designate.</p> <p>The delegation does not apply in respect of any approval that has the effect of creating financial obligations on the part of the City of Waterloo that are not included in the City's current budget or capital forecast as approved by Council.</p>
8	<p>All documents and agreements signed in respect of Draft Plans of Subdivision as approved by Council, or on appeal by the Ontario Land Tribunal.</p>	<p>Director of Planning</p>	<p>Substance to be approved by the Manager, Development Planning or designate. Form of all documents to be satisfactory to the City Solicitor or designate.</p> <p>The delegation does not apply in respect of any approval that has the effect of creating financial obligations on the part of the City of Waterloo that are not</p>

			included in the City's current budget or capital forecast as approved by Council.
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2. This by-law shall come into force and effect on the date of its final passing.

Enacted this _____ day of _____, 2025.

D. McCabe, Mayor

J. Finley-Swaren, City Clerk



STAFF REPORT
Community Programming & Outreach Services

Title: Multi-Sector Service Accountability Agreement - Declaration of Compliance - City of Waterloo, Community Support Services

Report Number: COM2025-020

Author: Tiffany Smith, Director, Community Programming & Services

Council Date: June 23, 2025

File: N/A

Attachments: N/A

Ward No.: City Wide

Recommendations:

1. That Council approve report COM2025-20.
2. That the Mayor be authorized to sign the necessary document associated with the Multi-Sector Service Accountability Agreement (MSAA) Schedule F – Declaration of Compliance and any other MSAA documents related to City of Waterloo's delivery of Community Support Service programs, subject to the satisfaction of the City's Solicitor.

A. Executive Summary

The Corporation of the City of Waterloo, referred to as a Health Service Provider, has entered into the most recent MSAA with Ontario Health effective April 1, 2023. On Feb. 24, 2025, the City accepted an amendment to the agreement in writing, which extended the current MSAA to remain in effect until March 31, 2026. The City of Waterloo is required to complete an annual Declaration of Compliance and requires a resolution for the Mayor to sign.

The MSAA provides designated Health Service Providers with funding to operate community health related programs and services. The City receives this funding under the Community Programming and Outreach Services division. Services offered to seniors living in Waterloo include transportation to medical and non-medical appointments, homemaking, lawn care, snow removal, home maintenance, telephone reassurance, grocery shopping and a community dining program. In addition, the Senior Day Program provides therapeutic programming to seniors with disabilities, cognitive impairments or other chronic illnesses. These services allow seniors in our community to live independently at home longer, provide meaningful programming experiences, offer

caregiver respite, and facilitate socialization and engagement amongst community members.

B. Financial Implications

None

C. Technology Implications

None

D. Link to Strategic Plan

(Strategic Priorities: Reconciliation, Equity, Accessibility, Diversity and Inclusion; Environmental Sustainability and Climate Action; Complete Community; Infrastructure and Transportation Systems; Innovation and Future-Ready)

(Guiding Principles: Equity and Inclusion; Sustainability; Integrity; Workplace Wellbeing; Community-centred; Operational Excellence)

Operational Excellence: By working with partners, we are able to provide services to allow seniors in our community to live independently at home longer, provide meaningful programming experiences and facilitate socialization and engagement amongst community members.

E. Previous Reports on this Topic

COM2023-039 Multi-Sector Service Accountability Agreement – Declaration of Compliance – City of Waterloo Older Adult Programs

COM2024-018 Multi-Sector Service Accountability Agreement - Declaration of Compliance - City of Waterloo, Community Support Services



**Multi-Sector Service Accountability Agreement - Declaration of Compliance - City
of Waterloo, Community Support Services
COM2025-020**

Background

The Corporation of the City of Waterloo provides Community Programs and Services for all ages. Of the many services we offer, Community Programming and Outreach provide an array of provincially funded support services for older adults. These services include:

- Senior Day Program
- Community Dining Program
- Transportation Program
- Grocery Shopping
- Telephone Reassurance
- Home Maintenance (Snow Shoveling, Grass Cutting, minor repairs around the home)
- Homemaking

The purpose of these programs and services is to assist older adults in maintaining their independence and to age in place, in their homes, for as long as possible. These Community Support Services provide caregiver support, respite and help to minimize the impacts on our broader health system, including preventing premature long-term care admissions and avoiding unnecessary hospital visits.

A portion of the funding required is provided from the Ministry of Health, through a Multi-sector Service Accountability Agreement (MSAA) with Ontario Health. The City of Waterloo is a designated Health Service Provider (HSP) under the provisions of the MSAA. Examples of other local HSPs include the City of Kitchener, the City of Cambridge, the Region of Waterloo, Woolwich Community Health Centre, to name a few.

The MSAA is a funding and accountability agreement that assigns a measure of responsibility to the HSP and sets out performance expectations. Prior to the pandemic, MSAs were typically signed as multi-year agreements (3-5 years in length). The City's current MSAA, dated April 1 2023-March 31, 2024 will be extended until March 31, 2026.

Within 90 Days of a HSPs fiscal year-end, the City is required to issue a Compliance Declaration, declaring that the HSP has complied with the terms of the MSAA.

As the City of Waterloo is required to complete the Declaration of Compliance, the MSAA requires that Council authorize the Mayor by resolution, to declare compliance.

The City of Waterloo is an Age Friendly City and therefore we have strong advocates who are promoting and identifying needs to reduce social isolation, increase social participation and advocating for the overall health and wellbeing of older adults and other vulnerable populations. It is very important that the City of Waterloo continue to be an active player in the provision of Health Service for our community.



STAFF REPORT
Reconciliation, Equity, Accessibility, Diversity and Inclusion

Title: Annual Accessibility Report (AODA)
Report Number: CAO2025-004
Author: Amy Ross, Accessibility Advocate
Council Date: June 23, 2025
File: 170118
Attachments: [\[Attachments\]](#)
Ward No.: City-wide

Recommendations:

1. That Council approve report CAO2025-004.
2. That Council continues to champion accessibility and inclusion in all aspects of the corporation.

A. Executive Summary

This year marks the 20th anniversary of the Accessibility for Ontarians with Disabilities Act (AODA) and this report outlines considerations for accessibility and inclusion across Waterloo. It highlights the critical role Staff across divisions have to modernize accessibility in all aspects of the corporation, particularly in employment, public spaces, and digital engagement.

B. Financial Implications

The 2024-2026 Approved Capital Budget and 2027-2033 Capital Forecast includes approximately \$6.9 million (ref #130) over 10 years to support accessibility upgrades to facility infrastructure. Throughout 2024, these funds were used for several key initiatives, such as the installation of automatic door openers, accessibility improvements to washrooms, technology improvements to increase accessibility for meetings and events, and ramp installations/improvements.

While this budgeted capital funding represents a notable increase for accessibility priorities, the identified needs significantly exceed the available funding and the continued rising cost for building spaces/retrofitting puts further pressure on these dollars. Additional funding will be sought through future budget processes, and the City will continue to pursue grant funding to augment these capital dollars.

C. Technology Implications

none

D. Link to Strategic Plan

(Strategic Priorities: Reconciliation, Equity, Accessibility, Diversity and Inclusion; Environmental Sustainability and Climate Action; Complete Community; Infrastructure and Transportation Systems; Innovation and Future-Ready)

(Guiding Principles: Equity and Inclusion; Sustainability; Integrity; Workplace Wellbeing; Community-centred; Operational Excellence)

Accessibility is identified in the City's Strategic Plan. Under the priority of Reconciliation, Equity, Accessibility, Diversity and Inclusion, this work advances equity by reducing barriers for people with disabilities and embedding inclusion in municipal operations, programming and services. Efforts to make infrastructure more accessible also support the goal of a Complete Community, enabling all residents to participate fully in civic life.

The City's approach to accessibility complements its commitment to Environmental Sustainability and Climate Action by ensuring that new and retrofitted infrastructure supports active equitable access to green spaces. Improvements to pathways, and park amenities also strengthen Infrastructure and Transportation Systems. Finally, the application of new tools such as the new digital platform demonstrate the City's commitment to Innovation and Future-Ready services.

Waterloo's accessibility work is guided by core principles set out in the Strategic Plan. Equity and Inclusion remain foundational, ensuring that people of all disabilities can engage with and benefit from municipal spaces, programs and services. Sustainability informs long-term accessibility planning and maintenance. Through transparent engagement with GRAAC and the public, the City maintains a culture of Integrity. The emphasis on inclusive design also enhances Workplace Wellbeing, ensuring employees with disabilities are supported. A Community-centred approach is central to how Waterloo designs, reviews, and implements its accessibility initiatives. Finally, the integration of accessibility into systems like the DSS reflects the City's commitment to Operational Excellence.

E. Previous Reports on this Topic

- COM2023-009 - Facility Accessibility Audits
- COM2024-008 - 2023 Facility Accessibility Update



Annual Accessibility Report CAO2025-004

(Reporting Period: January 1 – December 31, 2024)

Background

The City of Waterloo continues to make progress towards accessibility commitments under the Accessibility for Ontarians with Disabilities Act, 2005 (AODA). Some of the advancements in 2024 include the installation of new accessible infrastructure such as automatic door openers, the autonomous washroom and a new prototype wayfinding map.

In addition, the City made strides in work on new Construction Communications guidelines, Facility Accessibility Design Standards (FADS), enhancing internal staff training through the Reconciliation, Equity, Accessibility, Diversity and Inclusion (READI), and advancing work on the City's first multi-year Get READI Plan (2025–2030).

Despite the progress made, challenges persist. One major issue is the increased costs of facility upgrades. The City also continues to grapple with the complexities of updating aging infrastructure, particularly in facilities built prior to the introduction of accessibility legislation. Digital accessibility remains a current challenge.

Legislative Context

Twenty years ago, the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) was considered a landmark legal commitment by the Government of Ontario to create a barrier-free province by 2025. The Act mandates proactive and enforceable accessibility measures across multiple sectors. All public, private, and non-profit organizations are obligated to develop and implement inclusive policies and practices that serve people with a range of disabilities.

At the core of the AODA is the Integrated Accessibility Standards Regulation (IASR), which consolidates requirements under five main areas: Information and Communications, Employment, Transportation, Design of Public Spaces, and Customer Service. These standards are legally binding and include specific obligations such as creating multi-year accessibility plans, having accessibility policies, providing accessible formats and communication supports, accommodating workplace needs, and incorporating accessibility considerations into public infrastructure, programs and services.

The 2025 deadline for a fully accessible Ontario has passed. Many members of the disability community feel underwhelmed by the broken promise of greater accessibility in Ontario. Municipalities are under increasing pressure to demonstrate measurable progress and full compliance

Organizational Structure

Accessibility at the City is the responsibility of everyone. That work is directly supported by the Accessibility Advocate and the Grand River Accessibility Advisory Committee (GRAAC). The City's approach emphasizes cross-departmental collaboration, with teams coordinating on capital improvement planning, policy reviews, and service delivery.

Accountability mechanisms include regular reporting to Council and GRAAC, and ongoing interdepartmental review processes. GRAAC continues to play a critical advisory role in both capital, program and service-oriented projects.

2024 Highlights (by AODA Standards)

- **Customer Service Standard**

The City maintains a strong foundation in accessible customer service. Mandatory training for staff, volunteers support a consistent understanding of service expectations. American Sign Language (ASL) is available on demand using the City's interpreter service. Notices for temporary disruptions are issued in a variety formats. Staff use standardized materials and reference guides to assist in delivering inclusive services.

- **Information and Communications Standard**

While progress has been made in improving digital accessibility, the City acknowledges that it was not in full compliance with AODA requirements in 2021 or 2023. The Waterloo.ca site scored 90/100 on WCAG 2.0 Level AA criteria in 2021 and challenges remained particularly with satellite sites and PDF documents. To address this, the City is implementing a detailed digital accessibility plan. Key components include migration to a new website content management system, ongoing training on content and document accessibility, user experience testing with diverse community members, removal of non-compliant PDFs, and the 2025 launch of a new WCAG 2.1 Level AA compliant website. Staff also maintain public statements on the availability of accessible formats and communication supports.

- **Employment Standard**

The City integrates accessibility into the employment cycle from recruitment and onboarding to accommodations and retention. Job postings and interview invitations state the availability of accommodations. Early return-to-work procedures support employees recovering from injury or illness. The Human Rights Accommodation

Procedure guides how accommodations are requested and implemented. There is more work to be done around emergency planning for employees.

- **Transportation Standard**

Accessibility in public transportation is more of a regional responsibility. However, the community shuttle continues to serve older adult residents supported by trained volunteers and contracted drivers, ensuring sensitivity to service animal use and mobility needs.

- **Design of Public Spaces Standard**

In 2022/2023 Facility audits by DesignABLE Environments and GRAAC resulted in a detailed inventory of accessibility improvements across 17 municipal buildings. High-priority upgrades totaling \$10.6 million include features such as accessible washrooms, entrances, routes, parking, and signage. The total estimated investment to meet accessibility standards is \$20.28 million. Capital Ref #130 Accessibility Facility Upgrades (AODA) project includes \$6.9 million across the 10-year projection to support built environment work.

To support implementation, the City is currently finalizing joint Facility Accessibility Design Standards with Wilmot, Wellesley, and Woolwich. These will guide consistent design approaches across areas of the region and prioritizing projects is supported by a priority matrix to help rank improvement.

Community Engagement and Feedback

The City's engagement initiatives include consultations, surveys, and feedback sessions with residents and service users. The Grand River Accessibility Advisory Committee (GRAAC) provided feedback on numerous initiatives, some examples include:

- City Hall universal washroom corridor and third-floor renovation
- Council Chamber refresh
- RIM Park automatic doors
- Button Factory Arts Centre universal washroom planning
- Park designs for White Elm, Rummelhardt, Waterloo Park
- Snow clearing practices
- Get READI Plan development
- Inclusive and accessible recreation and leisure programming
- and inclusionary zoning

Community feedback has led to revisions of facility designs and more inclusive program design.

Training and Awareness

Training efforts in 2024 reached all new staff with AODA training and a variety of additional opportunities in formats such as e-learning, live webinars, in-person workshops, and experiential learning events. Future improvements include automating

refresher reminders, expanding scenario-based learning options and role-specific information to support staff and volunteers.

Compliance and Risk Management

Waterloo is on track to submit the 2025 AODA Compliance Report. Upcoming internal audits will review facilities, programs and processes. Key risks identified include aging infrastructure, vendor inconsistencies, and non-compliant digital content. Risk mitigation includes grant applications, capital prioritization, and enhanced requirements for accessibility.

Accessibility Advisory Committee (AAC) Update

GRAAC met regularly in 2024, reviewing capital project plans and advising staff on infrastructure, program, and policy changes. Committee members participated in built environment tours and provided formal support for funding applications. Their input remains integral.

Priorities for 2025

Some strategic efforts include:

- Finalizing and implementing the Facility Accessibility Design Standards
- Work on Phase A of the Albert McCormick Community Centre renovation
- Updating the Accessibility Policy (2017)
- Exploring signage and wayfinding updates across City facilities
- Implementing washroom fixture upgrades at RIM Park, Moses Springer, and City Hall
- Sharing the Alternative Snow Clearing Working Group report
- Supporting inclusive programming through Sensory Room and Sport, Recreation and Leisure Strategy development.
- Continuing engagement about Westside Lands development planning

Conclusion

The path forward depends not only on infrastructure and policy, but also on growing a shared understanding of accessibility as a collective responsibility. The future of an inclusive Waterloo relies on the attitudes and everyday actions of Staff at all levels, the strength of community partnerships, and the consistent allocation of resources.

Embedding accessibility into culture, governance, and operations will help to ensure the City not only meets its legislative requirements but also models inclusive leadership for municipalities across Ontario.



STAFF REPORT
Planning

Title: Mid Year Update - Inclusionary Zoning within Protected Major Transit Stations Areas, City of Waterloo

Report Number: IPPW2025-030

Author: Douglas W. Stewart, MCIP, RPP

Council Date: June 23, 2025

File: [File]

Attachments: None

Ward Nos.: Wards 3 (Lakeshore), 4 (Northeast), 6 (Central-Columbia) and 7 (Uptown)

Recommendations:

1. That report IPPW2025-030 be approved.
2. That the implementation timing of Inclusionary Zoning remain as 'an undetermined date in the future.'
3. That Planning staff be directed to undertake an additional market evaluation in association with the City of Kitchener, the City of Cambridge and the Region of Waterloo.

A. Executive Summary

On June 24, 2024, Council approved a framework to create Inclusionary Zoning ("IZ") policies and regulations. Official Plan Amendment No. 50 is now in force and Zoning By-law No. 2024-058 is now in effect (as of September 12, 2024). On March 24, 2025, Council approved Zoning By-law 2025-011 to amend Section 3.1.2.c) of By-law 2018-050, to amend the date of IZ implementation to 'an undetermined date in the future.' When IZ is implemented, residential developments on lands located within Protected Major Transit Station Areas (PMTSA) will require a minimum percentage of Gross Leasable Residential Area (GLA) to be set aside for affordable residential units.

In March 2025, Council requested a mid-year update on whether staff could provide any additional insight as to when a specific date for implementation of Inclusionary Zoning could be established, after the Federal and Provincial elections.

At this time, there is limited information on Federal and Provincial economic and housing policies and programs. Both have signaled an intent to strengthen the economy and supporting housing.

There has been ongoing collaboration with Kitchener, Cambridge and the Region, as well as the development industry. Build Urban continues to note that housing economics remain challenging, resulting in subdued levels of development.

Given current economic challenges, it would be appropriate to undertake a smaller-scale assessment of the housing market in later 2025, in association with Kitchener, Cambridge and the Region, to determine if the market is shifting to the 'positive' and better forecast potential implementation timing for Inclusionary Zoning.

If Council sets a date for the implementation of Inclusionary Zoning, an amendment to the Zoning By-law would be required (estimated 3 months to complete).

Based on available information, staff recommend that the date of IZ implementation remain 'an undetermined date in the future.'

B. Financial Implications

Inclusionary Zoning units are exempt from Development Charges, Community Benefit Charges (CBC) and Parkland/Cash In Lieu of Parkland (Parkland/CILP).

C. Technology Implications

Not applicable.

D. Link to Strategic Plan

Strategic Priorities:

Reconciliation, Equity, Accessibility, Diversity, and Inclusion; Environmental Sustainability and Climate Action; Complete Community; Infrastructure and Transportation Systems; Innovation and Future-Ready

Guiding Principles:

Equity and Inclusion; Sustainability; Integrity; Workplace Wellbeing; Community-centred; Operational Excellence)

The IZ policies and regulations support the creation of a range and mix of housing options within PMTSA, resulting in greater housing diversity and affordable housing. The IZ policies and regulations support the strategic goal of fostering a Complete Community.

E. Previous Reports on this Topic

Inclusionary Zoning, Official Plan Amendment 50 and Zoning By-law Amendment Z-23-15, IPPW2024-008, June 24, 2024.

Zoning By-law Amendment z-24-20, Inclusionary Zoning within Protected Major Transit Station Areas, IPPW2024-014, March 3, 2025.



Mid Year Update - Inclusionary Zoning within Protected Major Transit Stations Areas, City of Waterloo IPPW2025-030

SECTION 1 - BACKGROUND

On June 24, 2024, Council approved the adoption of Official Plan Amendment No. 50 (By-law 2024-059) and passed Zoning By-law No. 2024-058 to establish Inclusionary Zoning (“IZ”) policies and regulations within PMTSA. On September 12, 2024, the Region of Waterloo issued the Notice of Decision to approve Official Plan Amendment No. 50, and the policies and regulations for IZ took effect. The approved policies and regulations provided for an implementation date of March 31, 2025.

On March 24, 2025, Zoning By-law 2025-011 (Z-24-20) amended the implementation date of Inclusionary Zoning to: ‘an undetermined date in the future.’ Council requested staff return in June 2025 to provide an update on potential implementation timing for Inclusionary Zoning.

SECTION 2 - PLANNING ANALYSIS

Following the decision of Council in March 2025, staff continued to collaborate with Kitchener, Cambridge and the Region, undertook further engagement with the development industry, and monitored the Federal and Provincial elections related to housing.

2.1 Federal Election

On April 18, 2025, a new government was elected as a minority government. The new Federal government has signaled it intends to support housing initiatives, however it is too early to understand what, if any programs, the government will create and if such programs will improve the housing market.

Inclusionary Zoning is dependent on market-based housing proceeding to a building permit, which the current economy is not supporting. Federal investment into housing and infrastructure initiatives would strengthen the economy and increase housing construction activity.

2.2 Provincial Election

On February 27, 2025, the government was re-elected with a majority government. The Provincial government maintains its focus on building more housing and stimulating the

economy, including investing in infrastructure upgrades to enable growth and stimulate the economy. It is too early to understand if Provincial policies, programs and initiatives will improve the housing market. Provincial investment into housing and infrastructure initiatives would strengthen the economy and increase housing construction activity.

2.3 Provincial Budget

On May 15, 2025, Minister of Finance Peter Bethlenfalvy released the **2025 Ontario Budget: A Plan to Protect Ontario** with a focus on measures to protect Ontario workers, business and jobs in response to continued economic uncertainty and U.S. tariffs. Given that housing start forecasts are down significantly compared to last year, with projections in 2025 and 2026 dropping by approximately 20,000 expected starts and 13,000 expected starts in 2027, the budget included:

- an additional \$400M for the Municipal Housing Infrastructure Program and the Housing-Enabling Water Systems Fund
- extended timelines for municipalities to spend the funds from the Building Faster Fund (to 2028)
- \$50M over five years through Invest Ontario to grow the province's industrial capacity in modular construction and other innovative options to accelerate development, improve affordability, and nurture home-grown industries

2.4 Ontario Legislation

The Province recently passed Bill 17 – *Protect Ontario by Building Faster and Smarter Act, 2025*. Bill 17 caps Inclusionary Zoning to a maximum of 5% of units (leasable area) in Protected Major Transit Station Areas, and caps affordability of said units to a maximum of 25 years. This legislation is consistent with the Inclusionary Zoning framework adopted by the City of Waterloo.

2.5 Coordination with the other municipalities

Waterloo, Kitchener and Cambridge (in association with the Region) have strived to align their adoption and implementation of Inclusionary Zoning for consistent in the local market. Municipal staff meet on a regular basis to coordinate efforts.

The City of Kitchener amended its Official Plan and Zoning By-law late in 2024, which is subject to approval by the Ministry of Municipal Affairs and Housing (as of this report not approved). The amendments propose an IZ implementation date of January 1, 2026.

The City of Cambridge is working on amendments to its Official Plan and Zoning By-law in relation to inclusionary zoning.

2.7 Build Urban/Coordination

At the request of representatives from Build Urban, municipal staff met to discuss next steps related to Inclusionary Zoning. Waterloo Region Home Builder's Association was also represented at the meeting.

Build Urban advised that the local development market has declined since late 2024 / early 2025. Acknowledging that policies and regulations for Inclusionary Zoning are approved and that only the implementation date needs to be determined, Build Urban intends to provide an alternative approach to determining implementation timing for Council's consideration later this year. This may include a trigger number and be based on a 10-year rolling average of building permits issued. Staff will review the Build Urban proposal when submitted, and report to Council as appropriate.

2.8 HOUSING STARTS

To better understand the state of the housing market from a new construction perspective, the table below illustrates the housing starts by dwelling type for the last four years. Generally, there has been a decline in the number of new starts, with some improvement in 2024:

Dwelling TYPE	2024	2023	2022	2021	2020
Single Detached	73	50	80	118	77
Semi-Detached	0	0	10	6	14
Townhouse	58	56	184	48	38
Apartment	670	490	654	825	1,239
TOTAL	799	635	928	997	1,368

Source: CMHC Starts and Completions Survey

From January to April 2025, the City issued building permits for 13 single detached, 32 Additional Residential Units (ARUs) and 193 Multiple Residential units for a total 238 new residential dwellings. The Multiple Residential units were supported by CMHC funding for purpose-built housing.

While it is difficult to predict the 2025 yearly total based on only the 1st quarter, it is anticipated that the total number of permits will be consistent with the previous years. The industry has also indicated that building activity will not be particularly robust given current and forecasted market conditions.

Continued monitoring of building permit activity is recommended to the end of the year, as is monitoring of any detailed plans by the Federal and/or Provincial governments to spur activity in the development industry.

2.9 Next Steps

Staff will continue to assess the impacts of Federal or Provincial policies, programs and initiatives on the development industry and housing market. There is potential for new policies, programs and initiatives to spur the housing industry forward, which would be supportive for activating Inclusionary Zoning.

Staff propose a future update to Council in November/December 2025. The Cities of Waterloo, Cambridge and Kitchener are retaining NBLC (who completed the October 2024 review) to provide an update that will build upon their work completed in October 2024 by reviewing recent market activity and preparing a supplementary discussion paper to consider and address the following:

- overarching market trends
- current factors influencing the viability of new residential development investment
- market research related to market rents, condominium sale prices, unit absorption, financing costs, construction costs, building permits, housing starts, land sales, and resale inventory across Kitchener, Waterloo, and Cambridge
- comparisons to previous IZ analysis
- consider whether implementation timing for IZ has improved, is neutral, or has declined since previous IZ assessed

Staff recommend that NBLC provide an in-person presentation to Council later this year when staff provide a further update on Inclusionary Zoning.

Should Council wish to establish the date for implementation of Inclusionary Zoning, a zoning by-law amendment would be required. Staff would encourage Council to coordinate the date as best possible with the City of Kitchener (presently January 1, 2026, subject to Minister approval) to ensure the implementation of Inclusionary Zoning between the two municipalities is applied consistently.



STAFF REPORT
Economic Development

Title: Lease Agreement for St. Columba Arts Space
Report Number: CAO2025-020
Author: Lakyn Barton and Astero Kalogeropoulos
Council Date: June 16, 2025
File: 250031
Attachments: N/A
Ward No.: Ward 5

Recommendations:

- 1) That Council approve report CAO2025-020.
- 2) That Council approve the lease agreement with ArtsBuild Ontario for the operation of the St. Columba arts space (250 Lincoln Road) for a term up to 3 years.
- 3) That the Mayor and Clerk be authorized to sign the Lease Agreement between the Corporation of the City of Waterloo and ArtsBuild Ontario and any other necessary documents, subject to the satisfaction of the City Solicitor.

A. Executive Summary

In February 2025, Council approved via report CAO2025-008 the acquisition of the land and facility at 250 Lincoln Road as part of a broader redevelopment project. Council also authorized the temporary use of the existing facility (St. Columba) as a City programming space, specifically supporting arts organizations for a period of up to three years.

The short-term plan (1-3 years) is for the existing facility to be used as a programming space for community arts organizations. Mid to longer term (3+ years) the site is envisioned for redevelopment including affordable housing. The current building is expected to be demolished and replaced with up to 25 stacked townhouse units. As part of future planning, Council may also consider a mixed-use development option that would retain space for public programming on site.

Staff recommend that a lease agreement be entered into with ArtsBuild Ontario (ABO) to activate the St. Columba site as an arts hub for a term of up to 3 years. The City

currently has a lease with ABO for the operation of Wing 404 as part of the Meanwhile Space Pilot Program. Adopting a similar operating approach for St. Columba will facilitate a significant expansion of arts space in Waterloo. The space will be leased to ABO for no charge, under the same terms as the Wing 404 lease.

B. Financial Implications

On February 24, 2025, Council approved report CAO2025-008, which provide \$2,900,000 in funding for the 250 Lincoln Road project. This project funding covers property acquisition, required capital improvements, legal and closing cost, future demolition and annual ongoing operating funding required to operate the facility.

Under the terms of the lease agreement with ArtsBuild Ontario (ABO), ABO would be responsible for the day-to-day management of the space at no cost to the City. The City would retain responsibility for general facility maintenance, to be funded from the annual facility maintenance budget allocation.

C. Technology Implications

N/A

D. Link to Strategic Plan

(Strategic Priorities: Reconciliation, Equity, Accessibility, Diversity and Inclusion; Environmental Sustainability and Climate Action; Complete Community; Infrastructure and Transportation Systems; Innovation and Future-Ready)

(Guiding Principles: Equity and Inclusion; Sustainability; Integrity; Workplace Wellbeing; Community-centred; Operational Excellence)

Strengthening the resilience of arts sector organizations and encouraging business innovation and the development of new initiatives supports the Strategic Plan priorities of supporting a diversified economy and innovation ecosystem.

E. Previous Reports on this Topic

- CAO2025-008 Property Acquisition – 250 Lincoln Road



**Lease Agreement for St. Columba Arts Space
CAO2025-020**

BACKGROUND:

The City continues to experience significant pressure from the local arts community for space that supports creation, presentation, rehearsal, and collaboration. Earlier this year, the City collaborated with Canadian Heritage – Canada Cultural Spaces Fund (CCSF) and ArtsBuild Ontario (ABO) to deliver a new pilot project called Meanwhile Spaces. The program, launched to temporarily activate underutilized properties, has been well received by the arts sector and has demonstrated the scale of demand for affordable arts space. In the first intake, completed in February 2025, the program received 71 applications with 31 of these being specifically for the Wing 404 space provided by the City.

This high demand for space, particularly from artists and arts organizations who have experienced systemic barriers to accessing space—including those from equity-denied and marginalized communities—aligns with findings from recent sector studies. The "Uncovering Barriers: Identifying Gaps in Opportunities and Resources Causing Barriers for Visual Artists in Waterloo Region" report identified a shortage of affordable and appropriate spaces as a key barrier to participation and sustainability in the arts sector. Similarly, the Environics Culture Research Study cited "access to physical spaces (or lack thereof) where artists and audiences could produce or enjoy arts and culture activities" as one of the primary barriers across the Region.

These findings reinforce the need for longer-term, purpose-built spaces that can meet the evolving and diverse needs of our growing arts community — needs that cannot be fully addressed through short-term or makeshift models alone. While the St. Columba site is not a purpose-built arts facility and would serve as a temporary solution, it represents a crucial interim step in addressing the sector's immediate space shortages over the next few years.

Until a more permanent, purpose-designed cultural infrastructure can be realized, the newly acquired St. Columba site offers a rare and timely opportunity to stabilize and support local artists and organizations, enabling creation, collaboration, and public engagement. Its activation would help mitigate current pressures while laying the groundwork for a more robust, long-term strategy for creative space development in the City. As a result, staff recommend entering a limited-term lease (up to 3 years) agreement with ArtsBuild Ontario, to operate the St. Columba site as a temporary arts hub.

PROPOSED TERMS OF LEASE:

As operator of the St. Columba site at 250 Lincoln Road, ABO would maximize existing infrastructure to support for multipurpose arts use, including:

- Studio and rehearsal space
- Shared amenities for small arts organizations
- Performance, exhibition, or community gathering areas
- Longer-term (up to 3 years) tenancies to address instability for arts groups

Like the Wing 404 model, ABO would be responsible for the day-to-day management of the space at no cost to the City. The City would retain responsibility for general facility maintenance, to be funded from the annual budget allocation approved for facility maintenance. Staff recommend supporting and enabling this potential partnership, including assisting with due diligence, convening community input, and facilitating interdepartmental collaboration where required.

ABOUT ARTSBUILD ONTARIO:

ArtsBuild Ontario (ABO) is a provincial arts service organization that has been supporting the sector for over 20 years. Based out of Waterloo Region, it provides small and medium-sized organizations with tools, training, and advice to successfully manage physical and digital creative spaces.

ABO has extensive experience in the development and management of arts facilities, including their work with the Gaukel Arts Block and other shared-use cultural hubs. They bring proven expertise in building partnerships, accessing capital funding, and developing sustainable, community-oriented models for arts space management.



STAFF REPORT
Economic Development

Title: Lease Agreement for St. Columba Arts Space:
Supplementary Info
Report Number: CAO2025-020.1
Author: Justin McFadden
Council Date: June 23, 2025
File: 250031
Attachments: N/A
Ward No.: Ward 5

Recommendations:

- 1) That Council receive report CAO2025-020.1 as information.

A. Executive Summary

On June 16, 2025 Council deferred report CAO2025-020 “Lease Agreement for St Columba Arts Space” noting a requirement for additional information to enable a decision. This supplementary report provides additional information that was identified as required during the June 16th meeting.

Facilities and Site Condition Overview

In January, 2025, FDMS staff completed a building condition inspection of the St Columba church. Staff from both the capital and maintenance teams participated in the investigation. The purpose of this inspection was to provide an assessment of the current condition of the building, as well as an estimate of the anticipated capital repairs that would be required to activate the building for its temporary public use. This also included a review of accessibility repairs and upgrades that would be required, in order to improve the overall accessibility of the building. In addition, the team prepared an estimate of the anticipated annual operating expenses for this building. This information was supplemented by historical documentation (e.g. building drawings, reports, property management bills, etc.) that were provided to the City by the seller. A summary of the key findings was provided to City staff who were facilitating the purchase agreement.

In March, 2025, FDMS and IPPW staff also completed a thorough investigation of the sanitary and storm pipes leading from the building to the road. This involved running a camera through the lines, to investigate the integrity of the pipes.

In addition to the building condition inspections, the City was also provided a copy of a Designated Substance Assessment report that was prepared in 2020. A Designated Substance Assessment report provides information on the potential presence of certain designated substances in a building and is a requirement of the Occupational Health & Safety Act. The results of this assessment were consistent with expectations for a building that was constructed in the 1960's and would not inhibit the intended occupancy of this building.

A Phase I ESA was not completed on the property as the only historical use has been a church combined with surrounding residential uses, both of which are generally deemed to be very low risk for contamination. A Record of Site Condition ("RSC") was not pursued for the same reasons. Pursuant to Ontario Regulation 153/04, an RSC is not required to change a church property to residential. However, if the existing building at 250 Lincoln is leased for temporary artisan use, the lands would be considered a "community use" under O. Reg 153/04 and an RSC would be required before the property could be redeveloped for residential purposes. It is estimated that an RSC review would cost in the range of \$40,000.

Zoning, Temporary Use & Development Timeline Overview

To enable the interim use as an "Arts Hub", a temporary use zoning bylaw will need to be enacted. Economic Development would submit the zoning application, for processing and assessment by the Planning Division. The most expedient process is for the application to be considered under delegated authority pursuant to By-law 2023-073, which allows the Director of Planning to approve applications and pass by-laws for zoning matters that are minor in nature (e.g., temporary uses). Following an engagement period to secure written comments from interested persons and agencies (no public meeting), a planning report would be presented to the Director of Planning for a decision based on the merits of the application. If approved, a by-law would then need to be passed by the Director, followed by a notice of decision and completion of the legislated appeal period under the Planning Act, before the interim use would be permitted. In the alternative, Council could direct that the temporary use zoning application follow a standard process, wherein the decision rests with Council at a Formal Public Meeting.

With respect to enabling housing on the site, the simplest process to optimize residential redevelopment would be to rezone the property under the existing Low Density Residential (LDR) designation, to a zone category such as Residential 9 (R9) with site specific provisions to allow stacked townhouses and low-rise multi-unit residential buildings (e.g., low rise apartment buildings). The existing Low Density Residential (LDR) designation in the City's Official Plan requires a low-rise built form, but enables medium density uses such as stacked townhouses (3 storey) and apartment buildings (4 storey), to a maximum density of 150 bedrooms per hectare. The St. Columba site is 0.419 hectares in size, allowing up to 62 bedrooms under LDR which based on similar local developments could net up to 20 stacked townhouses.

Public Request for Expressions of Interest (RFEOI) = 4-6 months
 Negotiate and Sign Agreement of Purchase and Sale = 3 months
 Proponent Site Design and Planning Approvals = 1 year
 Total timeline from Council report approval to initiation of construction = 28-35 months

If the City of Waterloo is interested in pursuing a larger building (e.g., 6 storey apartment building) or more density (exceed 150 bedrooms per hectare), an amendment to the Official Plan would be required. Council can approve the Official Plan Amendment (OPA) under its new authority per Bill 23; however, a larger building would require more planning evaluation, and therefore would take additional time (including for engagement) to ensure a good planning outcome. This process would be expected to add 2-4 months to the timeline outlined above.

Project Financial Overview

On February 24, 2025 Council approved report CAO2025-008 - Property Acquisition – 250 Lincoln Road. The property acquisition plus allocations for legal and closing costs and future demolition totalled \$2.4 million. To operate the facility as a temporary programming space for the next 3 years, it was estimated that an additional \$350,000 in funding was required for the capital improvements as identified as part of the Facility Maintenance review and the annual ongoing operating funding required to operate the facility was estimated at \$50,000 per year. This \$50,000 will cover a combination of day-to-day operating costs (e.g. water, hydro, natural gas etc.), property maintenance costs (e.g. snow removal, lawn maintenance, custodial services, etc.), as well as allocations for ongoing minor maintenance and repairs to the building. Project funding for the property acquisition, capital repairs and annual operating was to be funded as follows:

- 1) CCPCR – Affordable Housing Program
 - \$500,000
 - 2025 projected ending balance after funding the project \$0
 - Affordable Housing Program receives and annual property tax contribution of \$125,000
- 2) Land Sale Affordable Housing Contribution
 - \$1,650,000 Affordable Housing Contribution as part of the Waterloo Town Square North Parking Lot Land Exchange Agreement
- 3) Tax Rate Stabilization Reserve
 - \$750,000
 - Via CAO2025-008, \$750,000 was to be funded from TRS
 - This was intended to cover \$250,000 of the property acquisition, \$350,000 towards the capital improvements and \$150,000 towards the annual ongoing operating funding (\$50,000 per year for 3 years)

On January 31, 2025, the City submitted a request for additional Housing Accelerator Fund (HAF) funding via an additional HAF initiative - Places of Worship for the purpose of creating affordable housing. This initiative aimed to undertake a Place of Worship

Inventory and to proactively carry out planning assessments and associated Official Plan Amendments and Zoning By-law amendments to permit multi-unit housing as of right on Places of Worship properties. The City's initiative will streamline the creation of new housing units by reducing cost, uncertainty and time associated with the planning approvals process. HAF funds can also be used to acquire properties for affordable/attainable housing purposes. On March 20, 2025 (after approval of CAO2025-008 on February 24, 2025) staff were advised that our application for additional HAF funding had been approved and the City would be receiving up to an additional \$1.3 million in HAF funding. With this grant award now in place, HAF funding in the amount of \$750,000 can be allocated towards the acquisition of 250 Lincoln Road returning the TRS portion.

B. Financial Implications

The above funding sources totalling \$2.9 million would allow the City to acquire the property, cover the required legal/closing cost, future demolition and fund the necessary capital improvements (\$350,000) as identified by the Facility Maintenance review and fund the annual ongoing operating (\$50,000 per year for 3 years) required to operate the facility.

The project is being funded by CCPCR – Affordable Housing Program, Land Sale Affordable Housing Contribution and Housing Accelerator Fund (HAF) grant funding that can replace the previously planned TRS contribution.

The City's Reserve and Reserve Fund policies are intended to provide flexibility and stability to address challenges and to take advantage of opportunities. In the majority of cases, City Reserve and Reserve Funds are funded through property tax contributions and or property tax surpluses. Annually Finance brings forward a Reserve and Reserve Funds Update report that provides a comprehensive look at each of the City's Reserves and Reserve Funds. Given the budget pressures facing the City as part of the 2026 Budget Confirmation process (similar to 2025) and pressures to be considered as part of the 2027 and 2028-2030 budget processes, healthy Reserve and Reserve Fund balances will be critical to provide the necessary financial flexibility needed to address the various budget pressures.

Annually the City makes a direct investment in Arts and Creative Industries (ACI) in the amount of approximately \$1.7 million. This includes contributions to the Clay and Glass Gallery, The Museum, Button Factory, K-W Art Gallery, K-W Oktoberfest, Foundational Arts and Culture grants, Foundational Festivals, Lumen, Buskers, and the July 1st Community Picnic. In many cases the City investments are further expanded through grants and sponsorship increasing the overall community impact and benefit. Additionally, the City's 2025-2033 capital budget and forecast includes over \$1 million in capital investments in ACI related projects such as public square amenities and public art implementation.

C. Technology Implications

N/A

D. Link to Strategic Plan

(Strategic Priorities: Reconciliation, Equity, Accessibility, Diversity and Inclusion; Environmental Sustainability and Climate Action; Complete Community; Infrastructure and Transportation Systems; Innovation and Future-Ready)

(Guiding Principles: Equity and Inclusion; Sustainability; Integrity; Workplace Wellbeing; Community-centred; Operational Excellence)

Strengthening the resilience of arts sector organizations and encouraging business innovation and the development of new initiatives supports the Strategic Plan priorities of supporting a diversified economy and innovation ecosystem.

E. Previous Reports on this Topic

- CAO2025-008 Property Acquisition – 250 Lincoln Road
- CAO2025-020 Lease Agreement for St. Columba Arts Space