



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



COUNCIL MEETING AGENDA

Monday, November 17, 2025

Closed Meeting: 2:00 PM

Public Meeting: 6:30 PM

Councillor Freeman 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) personal matters about an identifiable individual, including municipal or local board employees (Labour Budget Impact); and
- b) labour relations or employee negotiations (Labour Budget Impact); and
- c) educating or training the members and discussion will not deal with any matter in a way that materially advances the business or decision-making of the council, local board or committee (READI training).

COUNCIL MEETING WILL RECESS AND RECONVENE AT 6:30 PM

3. **TERRITORIAL ACKNOWLEDGEMENT**
4. **MOMENT OF REFLECTION**

5. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

6. APPROVAL OF MINUTES

That the previous meeting minutes be approved.

a) [October 15, 2025 – Special Council Meeting](#) [Page 11](#)

Recommendation:

That the minutes of the Special Council meeting held on October 15, 2025 be approved as printed.

7. CONSENT MOTION

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

a) Title: [2025 Audit Committee Elected Officials Remuneration Report](#) [Page 13](#)

Report No.: CORP2025-009

Prepared By: Michael Burzynski

Recommendation:

1. That report CORP2025-009 be approved by Council.
2. That Council approves the following recommendations of the Audit Committee report #: CTTEE2025-005 attached as Appendix A:
 - a. That the Market Comparator group include only lower tier municipalities with equivalent part-time Councillor positions which would result in an increase to the Mayor's annual salary to \$132,538 (from \$116,831), and the Councillor's annual part-time salary to \$58,463 (from \$44,257).
 - b. That the annual cost of living policy be amended to be the same as the annual increases as outlined in the current Staff Association (SA) Agreement.
 - c. That Council initiate the intent to join OMERS for members of Council.

- d. That the city leased vehicle car allowance option for the Mayor that includes city coverage for maintenance, minor repairs and insurance include a mileage reimbursement to be set at 40% of the staff mileage rate.
- e. That the parking permit policy for the Mayor be aligned with the SA agreement effective January 1st, 2027.
- 3. That staff be directed to update *Corporate Policy G-002 Council Remuneration and Expense Policy* to reflect the approved changes.
- 4. That recommendations 2a) – 2d) be effective for the next term of Council, November 15th, 2026.

b) Title: **2026 Interim Tax Levy** **Page 34**
Report No.: CORP2025-040
Prepared By: Mary Zubert

Recommendation:

- 1. That Council approves staff report CORP2025-040.
- 2. That Council approves the 2026 Interim Tax Levy By-law, attached as Appendix “A”.

c) Title: **Martin Farmstead Lease Agreement** **Page 38**
Report No.: COM2025-026
Prepared By: Liz Badley

Recommendation:

- 1. That Council approve report COM2025-026.
- 2. That Council approve the Lease with Cleon Martin, Wayne Martin and Vera Martin at 680 Woolwich St N, Waterloo.
- 3. That the Mayor and Clerk be authorized to sign the Lease and any other necessary documents, subject to the satisfaction of the City Solicitor.

d) Title: **RIM Park- Waterloo Sports Medicine Centre Lease** **Page 40**
Report No.: COM2025-024
Prepared By: Liz Badley

Recommendation:

1. That Council approve report COM2025-024.
2. That Council approve the Lease with Clermont CPPG Physiotherapy Professional Corporation operating as Waterloo Sports Medicine Centre at RIM Park 2001 University Ave E, Waterloo.
3. That the Mayor and Clerk be authorized to sign the Lease and any other necessary documents, subject to the satisfaction of the City Solicitor.

- e) **Title:** [Fire Safety Boxes Bylaw 2024-067 Amendment](#) **Page 42**
Report No.: COM2025-025
Prepared By: Sandy van Solm

Recommendation:

1. That Council approve report COM2025-025.
2. That Council approve the amendment of the Fire Safety Box By-Law 2024-067.

8. ITEMS REMOVED FROM THE CONSENT MOTION

9. STAFF REPORTS

- a) **Title:** [Release of Funds and Information Update on the Design and Public Engagement of Margaret Ave Park](#) **Page 45**
Report No.: COM2025-027
Prepared By: Hala Al Amine

Presentation: David Duhan, Associate, SHIFT Landscape Architecture

Recommendation:

1. That Council approve report COM2025-027.
2. That Council approve the release of the 2025 non-routine capital funding for Bridgeport & Margaret Park (ref# 281) in the amount \$1,593,000 from the 2024-2026 Approved Capital Budget.

b) Title: **Release of Funds and Information Update on the Design and Public Engagement of St Moritz Park** Page 50

Report No.: COM2025-028

Prepared By: Hala Al Amine

Presentation: David Duhan, Associate, SHIFT Landscape Architecture

Recommendation:

1. That Council approve report COM2025-028.
2. That Council approve the release of the 2025 non-routine capital funding for St Moritz Community Park (ref# 303) in the amount \$1,682,000 from the 2024-2026 approved capital budget.
3. That council approve the release of the 2025 non-routine capital funding for Spray Pad-Cooling Area project (ref# 302) in the amount \$924,000 from the 2024-2026 approved capital budget and approve the administrative transfer to the St Moritz Community Park project 240027.

c) Title: **Development Charge By-law Update – Progress Report #2**

Report No.: CORP2025-028

Prepared By: Michael Pugliese

Presentation: Stefan Krzeczunowicz, Hemson Consulting Ltd.

REPORT TO FOLLOW

d) Title: **Affordable Rental Housing Grant Program: Recipients of Second Call for Applications**

Report No.: IPPW2025-058

Prepared By: Tanja Curic

Presentation: Tanja Curic

REPORT TO FOLLOW

e) Title: **Funding Release for Phase 1 Construction for the Implementation of Fire Master Plan Recommendations** Page 55

Report No.: COM2025-029

Prepared By: Michael Kuebler

Recommendation:

1. That Council approve report COM2025-029.
2. That Council approve the partial release of 2025 non-routine funding in the amount of \$3,080,000 from the approved 2024-2026 Capital Budget (Ref#250), to be funded from the Development Charges Reserve Fund and that the funds be released to the Fire Rescue Expansion project 230022 for Phase 1 Construction activities.
3. That Council approve a funding transfer to the Fire Rescue Expansion Project 230022 totalling \$141,000 from the Fire Storage Building Expansion Project 202027 for Phase 1 Construction activities.
4. That Council direct staff to initiate the Request for Tender process to seek qualified Contractors for Fire Station 1 Expansion for PPE Decontamination and growth-related construction and Fire Station 2 Suppression Side interior growth-related construction and site development improvements as per Fire Master Plan recommendations.

10. PUBLIC MEETINGS

Formal Public Meeting

- a) **Title:** General Parking-related Amendments
Report No.: IPPW2025-064
Prepared By: Janine Fletcher
Ward No.: City-wide

Presentation: Janine Fletcher

REPORT TO FOLLOW

11. CONSIDERATION OF NOTICE OF MOTION GIVEN AT PREVIOUS MEETING

None

12. NOTICE OF MOTION

Mayor Dorothy McCabe – Explore the feasibility of building a High Performance Aquatics facility with a 50 metre competition ready pool, practice pool, appropriate training amenities and meeting spaces in

Waterloo with support from the Government of Canada and the Government of Ontario.

Motion to be tabled November 17, 2025 for Council consideration November 24, 2025.

WHEREAS the City of Waterloo Council is committed to the health and wellness of all of its residents by funding and operating recreation centres, pools, parks, trails and active programming for children, youth and adults of all abilities across the City and

WHEREAS thousands of residents participate in learn-to-swim, recreational and competitive swimming programs, and current programs are regularly at or near capacity and

WHEREAS the 50 metre pool at Wilfrid Laurier University - the only 50 metre pool in Waterloo Region - is nearing the end of its life and non-student users make up 65% of the total hours booked and

WHEREAS the City of Waterloo's Indoor Community Space Strategy's recommendations include that Council and staff prioritize "the construction or facilitate the access to a new indoor pool", and

WHEREAS the City of Waterloo's Recreation Services Division regularly works in partnership with local swim clubs, the University of Waterloo, Wilfrid Laurier and Conestoga College's Recreation and Athletics Directors and other recreation partners and affiliates, and

WHEREAS building a new or renovating an existing aquatic facility would enhance access to recreational programming as well as provide improved opportunities for training elite swimmers in the City of Waterloo and in neighbouring communities within the Region of Waterloo and

WHEREAS population and housing growth in the City and Region continues to grow towards 1 million people by 2050 and the City must continue to explore the need for new or renovated recreation facilities to ensure adequate capacity to serve our current and future population and

WHEREAS a new high performance aquatic centre with a 50 metre competition ready pool, practice pool, training spaces and meeting rooms would significantly increase the capacity and availability of learn-to-swim, competitive and elite level programming for city and regional residents and post-secondary students while also increasing the opportunities for sport hosting tourism for Explore Waterloo Region and local municipalities which will generate a positive economic impact and

WHEREAS the City of Waterloo is already planning for and needs a new, multi-use recreation facility in the west side of the city and

WHEREAS an Aquatics Feasibility Study was completed by Explore Waterloo Region in 2023 and the information remains relevant and

WHEREAS provincial sport organizations and local municipalities need financial support from federal and provincial governments to build regionally significant sport facilities and

WHEREAS Ontario's swimming infrastructure across the province is not keeping up with population growth and the only 50 metre pool in Waterloo and Waterloo Region is nearing its end of life and

WHEREAS Swim Ontario, the provincial governing body is very interested in the development of a high performance aquatics facility with a 50 metre competition ready pool, practice pool, training spaces and meeting rooms in Waterloo or Waterloo Region and

WHEREAS the City's participation in this vision will be contingent upon confirmed financial commitments from the Federal and/or Provincial governments and other like-minded institutional partners to ensure the project is financially sustainable and regionally supported. and

WHEREAS the federal and provincial governments have previously provided funding opportunities for municipalities to build and operate such facilities,

THEREFORE, BE IT RESOLVED:

THAT any potential, future indoor aquatic centre being considered in the City of Waterloo be updated to include the capital and operating costs of the development of a high performance aquatic centre with a 50 metre competition ready pool, practice pool, training spaces and meeting rooms that includes appropriate spectator seating and

THAT the City of Waterloo Mayor write to the federal Minister of Housing, Infrastructure and Communities, the Secretary of State for Sport, the Ontario Minister of Infrastructure and the Minister of Sport indicating that the City of Waterloo is interested in discussing potential federal and provincial funding opportunities to build regionally significant sports infrastructure, including a high performance aquatic centre with a 50 metre competition ready pool, practice pool, training spaces and meeting rooms with spectator seating to allow local and regional athletes to train and compete locally and

THAT the federal and provincial governments create and maintain a robust funding stream to significantly contribute to the cost of the infrastructure and operations of regionally significant sport infrastructure, and

THAT when exploring options for new recreational facilities on the west side of Waterloo, staff consider developing a high performance aquatic centre with a 50 metre competition ready pool, practice pool, training spaces and meeting rooms and appropriate spectator seating incorporating best practices in environmental sustainability, energy efficiency and AODA accessibility best practices in the design, and

THAT the City of Waterloo continue to work with all local and regional sport organizations, all local municipalities in Waterloo Region including the Region of Waterloo to address the need for regionally significant sport infrastructure and

AND FURTHER THAT a copy of this motion be forwarded to the Right Honourable Mark Carney, Prime Minister of Canada; the Honourable Gregor Robertson, Federal Minister of Housing and Infrastructure; The Honourable Adam van Koeverden, Secretary of State (Sport); The Honourable Doug Ford, Premier of Ontario; The Honourable Neil Lumsden, Provincial Minister of Sport; The Honourable Kinga Surma, Provincial Minister of Infrastructure; to local and area MPPs; the Association of Municipalities of Ontario (AMO); the Ontario Big City Mayors (OBCM); the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO); the Federation of Canadian Municipalities (FCM); and to the Region of Waterloo and local area municipalities.

13. COMMUNICATIONS AND CORRESPONDENCE

None

14. UNFINISHED BUSINESS

None

15. QUESTIONS

16. NEW BUSINESS

17. 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 2025-071 and that the Mayor and Clerk be authorized to sign them accordingly.

- a) By-law to Amend City of Waterloo By-law #2024-067 (COM2025-025, Council November 17, 2025)
- b) By-law to Clarify the Position Title of the Deputy Commissioner of the City of Waterloo
- c) By-law to Amend By-law 2021-065, Being a By-law to Update the CMT Titles and Update the Deputy CAO Delegation
- d) By-law to Provide for the 2026 Interim Tax Levy and for the Payment of 2026 Interim Property Taxes (CORP2025-040, Council November 17, 2025)
- e) By-law to confirm all actions and proceedings of Council, November 17, 2025

18. ADJOURNMENT



A meeting of the Council of The Corporation of the City of Waterloo was held on October 15, 2025 at 3:00 p.m. in the Erb Room, 100 Regina Street South, Waterloo, Ontario.



SPECIAL COUNCIL MEETING MINUTES – DRAFT

Wednesday, October 15, 2025

Closed Meeting: 3:00 PM

PRESENT: Mayor Dorothy McCabe, Councillor Sandra Hanmer, Councillor Royce Bodaly, Councillor Hans Roach, Councillor Jen Vasic, Councillor Mary Lou Roe, Councillor Julie Wright

ABSENT: Councillor Diane Freeman

Mayor McCabe in the Chair

1. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

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

2. CLOSED MEETING

Moved by Councillor Roe, Seconded by Councillor Hanmer:

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

- a) personal matters about an identifiable individual, including municipal or local board employees (staffing update).

Carried Unanimously

3. ADJOURNMENT

Moved by Councillor Roe, Seconded by Councillor Hanmer:

That the meeting adjourn.

(Time: 3:00 p.m.)

Carried Unanimously

READ AND APPROVED, November 17, 2025

Mayor

City Clerk



STAFF REPORT
Human Resources

Title: 2025 Audit Committee Elected Officials Remuneration Report
Report Number: CORP2025-009
Author: Michael Burzynski
Council Date: November 17, 2025
File: N/A
Attachments: Appendix A - Report #: CTTEE2025-005
Ward No.: City wide

Recommendations:

- 1) That report CORP2025-009 be approved by Council.
- 2) That Council approves the following recommendations of the Audit Committee report #: CTTEE2025-005 attached as Appendix A:
 - a. That the Market Comparator group include only lower tier municipalities with equivalent part-time Councillor positions which would result in an increase to the Mayor's annual salary to \$132,538 (from \$116,831), and the Councillor's annual part-time salary to \$58,463 (from \$44,257).
 - b. That the annual cost of living policy be amended to be the same as the annual increases as outlined in the current Staff Association (SA) Agreement.
 - c. That Council initiate the intent to join OMERS for members of Council.
 - d. That the city leased vehicle car allowance option for the Mayor that includes city coverage for maintenance, minor repairs and insurance include a mileage reimbursement to be set at 40% of the staff mileage rate.
 - e. That the parking permit policy for the Mayor be aligned with the SA agreement effective January 1st, 2027.
- 3) That staff be directed to update *Corporate Policy G-002 Council Remuneration and Expense Policy* to reflect the approved changes.

- 4) That recommendations 2a) – 2d) be effective for the next term of Council, November 15th, 2026.

A. Executive Summary

As per the *Corporate Policy G-002 Member of Council Remuneration and Expense Policy*, City staff have been directed to carry out a review of the remuneration policy and package for members of Council in the year preceding the municipal election. The Human Resources (HR) team proceeded to undertake a review this year of elected officials' remuneration, involving the City of Waterloo's Audit Committee as the citizen review body, for the purpose of developing recommendations to Council on matters related to the pay practices and policies for Elected Officials.

The Committee of Council Report reviewed and approved by the Audit Committee at their October 30, 2025 meeting has been provided as Appendix A - **Report #: CTTEE2025-005**. This update appropriately balances the needs to provide a fair and competitive compensation package for Elected Officials.

B. Financial Implications

The recommendations in this report as supported by the Audit Committee, will result in an annual budget increase of \$188,000 beginning in 2027. The increase will take effect for the next term of Council covering 2027-2030 and be included as part of the 2027 budget process.

C. Technology Implications

There are no technological implications.

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 City is committed to operational excellent in providing fiscally responsible, exceptional service that meets the needs of residents, partners and equity-deserving groups, employees of the City. There is also a commitment to promoting wellbeing and providing a healthy, safe and enjoyable work environment for all employees of the organization.

E. Previous Reports on this Topic

- CORP2017-028: Elected Officials Remuneration Recommendations
- CORP2016-056: Elected Officials Remuneration 2016
- CTTEE2010-004: Elected Officials Remuneration Review Citizens Committee 2010 Committee Report

APPENDIX A



COMMITTEE OF COUNCIL REPORT

Audit Committee

2025 Audit Committee Elected Officials Remuneration Report

Report #: CTTEE2025-005

Recommendations:

That the Audit Committee recommends to Council the following changes to the Council remuneration policy effective November 15th, 2026 (start of 2026 - 2030 Council term) and that the required amendments to [Corporate Policy G-002 Member of Council Remuneration and Expense Policy](#) be brought to Council for consideration:

- a. That the Market Comparator group include only lower tier municipalities with equivalent part-time Councillor positions which would result in an increase to the Mayor's annual salary to \$132,538 (from \$116,831), and the Councillor's annual salary to \$58,463 (from \$44,257).
- b. That the annual cost of living calculation be amended to be the same as the annual increases as outlined in the current Staff Association (SA) Agreement.
- c. That Council initiate the intent to join OMERS for members of Council.
- d. That the city leased vehicle car allowance option for the Mayor that includes city coverage for maintenance, minor repairs and insurance include a mileage reimbursement to be set at 40% of the staff mileage rate.
- e. That the parking permit policy for the Mayor be aligned with the SA agreement effective January 1st, 2027.

Prepared By: Michael Burzynski and Kathy Weidhaas

Date: October 30, 2025

Committee Chair Signature:
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November 17, 2025

Executive Summary:

As per the [Corporate Policy G-002 Member of Council Remuneration and Expense Policy](#), City staff have been directed to carry out a review of the remuneration policy and package for members of Council in the year preceding the municipal election. The Human Resources (HR) team proceeded to undertake a review this year of elected officials' remuneration, involving the City of Waterloo's Audit Committee as the citizen review body, for the purpose of developing recommendations to Council on matters related to the pay practices and policies for Elected Officials.

As was found back in both 2010 and 2017, during the last two (2) reviews of this nature, there have been significant gaps between the City of Waterloo's Elected Official's compensation and that of the 50th market percentile of comparator municipalities, where the City of Waterloo's total compensation was lower in both instances.

The data reviewed by the Audit Committee has been provided in the report below which substantiates the recommendations (*Audit Committee Elected Officials Remuneration Report*). We believe that Council will find that the recommendations appropriately balance the need to provide a fair compensation package and the need to minimize city expenditures.

Financial Implications:

The recommendations in the report will result in an annual budgeted increase of \$188,000 beginning in 2027. Should the recommendations be approved by Council the \$188,000 increase to the budget will be implemented as part of the 2027 budget process along with annual cost of living adjustment.

Technological Implications:

There are no technological implications.

Link to the 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)

Prepared By: Michael Burzynski and Kathy Weidhaas

Date: October 30, 2025

Committee Chair Signature:

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COMMITTEE OF COUNCIL REPORT

2025 Audit Committee Elected Officials Remuneration Report

Date: November 6, 2025

Prepared by: Michael Burzynski
Manager, Benefits & Compensation

Prepared for: Audit Committee

A) Background

In compliance with the review period set out in [Corporate Policy G-002 Member of Council Remuneration and Expense Policy](#), City staff are required to conduct a review of Council remuneration every eight (8) years - in the year preceding the municipal election. As such, staff have conducted a review in 2025 for implementation effective the start of the new Council term, November 15th, 2026.

The City of Waterloo's Audit Committee role is to review the recommendations developed by staff and to offer recommendations to Council on matters related to the pay practices and policies for Elected Officials.

B) Purpose

The purpose of this report is to provide a summary of the data that was collected from the City's market comparator municipalities and to provide recommendations to the Audit committee to review, prior to a Staff Report being presented to Council for review and approval on November 17th, 2025.

C) Survey Responses

Following in-line with past practice, the Human Resources team conducted a survey and collected data from the City's approved (11) market comparator municipalities and regional government(s). In February 2025 an Elected Officials Remuneration Survey was sent to the eleven (11) municipalities and regional government(s) listed below:

Table 1: City of Waterloo Council approved Market Comparator Municipalities:

Municipality	Tier	Survey Completed	Salary Information Provided	Approx. Population*
Waterloo Region	Upper	Yes	Yes	587,165
Kitchener	Lower	Yes	Yes	256,885
Oakville	Lower	Yes	Yes	213,759

Prepared By: Michael Burzynski and Kathy Weidhaas

Date: October 30, 2025

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Richmond Hill	Lower	Yes	Yes	202,022
Burlington	Lower	Yes	Yes	186,948
Guelph	Single	Yes	Yes	165,588
Cambridge	Lower	Yes	Yes	138,479
St. Catharines	Lower	Yes	Yes	136,803
Municipality A	Lower	Yes	Yes	132,979
Brantford	Single	Yes	Yes	104,688
Caledon	Lower	Yes	Yes	76,581
Average Population				200,172

**As per Statistics Canada 2021 Census of Population.*

The data collected for this report came from (A) the 2025 Elected Officials Remuneration Survey and (B) through direct correspondence with various staff at the various municipalities and regional government(s) and (C) reviewing public information from the municipalities and regional government(s) (e.g. corporate policies, city reports, council minutes etc.). Every effort was made to ensure that the data presented in the document is correct. It should be noted that there is no way to guarantee that the information collected and received was all accurate, but that it was provided in good faith. The information presented should not be used for any purpose other than that which is stated above.

D) Analysis of Data & Recommendations

A) Competitive Position – Market Target

The market target for compensation has historically been the 50th percentile of the City's market comparator municipalities and regional government(s). This ensures that the City is paying the median salary (i.e. half the other municipalities will pay below, and the other half will pay above the salaries of our Elected Officials). This also directly aligns with the Staff Association (SA), Non-Union and Management compensation market target percentile approved by Council.

Recommendation: That the Audit Committee recommends no changes to the current practice.

Prepared By: Michael Burzynski and Kathy Weidhaas

Date: October 30, 2025

Committee Chair Signature:

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B) Salary

The salaries of the market comparator municipalities / regional government(s) are shown below, with two (2) options. Adjustments are required in order to bring the salaries up to the required 50th market percentile target for the City's market comparator municipalities and regional government(s).

Recommendation 1: That the Audit Committee recommends that the City adopts *Option 2*, which would increase the Mayor's salary to \$132,538 (from \$116,831) and the Councillor's salary to \$58,463 (from \$44,257). This would result in a pressure of \$133,935 being added to the 2027 budget process. By adopting *Option 2*, this would also better align the Mayor's and Councillor's salaries more closely with the local cities of Kitchener and Cambridge. Furthermore, this will also better align the comparators in practice with more similar service models. For example, single tier and upper tier are responsible for different services (e.g. social housing, public health, policing etc.). Using single tier and upper tier in the comparator group creates a misalignment, unless the City were to factor in the salary the Mayor receives as a Regional Councillor. In addition, comparing part-time councillor positions with full-time positions is also misaligned. Full-Time Councillors in practice also include additional funding available to the Councillor such as office expenses that would be hard to capture.

Recommendation 2: That the Audit Committee also recommends revising the Corporate Policy *Member of Council Remuneration and Expense Policy* to state that the City moving forward will use current comparators that are lower tier municipalities and only have part time councillors.

Option 1 – Use the City's Current Market Comparator Group (Not Recommended)

Table 2: Mayor's Salary 2025:

Municipality	Tier	Mayor/Regional Chair Base Salary
Waterloo Region	Upper	\$183,606
Guelph	Single	\$164,942
Burlington	Lower	\$154,734

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Oakville	Lower	\$147,405
Richmond Hill	Lower	\$142,256
Caledon	Lower	\$139,849
St. Catharines	Lower	\$132,538
Municipality A	Lower	\$129,241
Cambridge	Lower	\$126,985
Brantford	Single	\$125,090
Kitchener	Lower	\$113,638
P50		\$148,622
City of Waterloo	Lower	\$116,831
Difference to P50		\$31,791

Table 3: Councillor Salaries 2025:

Municipality	Tier	FT or PT	Councillor Base Salary
Richmond Hill	Lower	FT	\$85,352
Burlington	Lower	FT	\$67,250
Caledon	Lower	PT	\$58,916
Oakville	Lower	PT	\$58,689
Kitchener	Lower	PT	\$58,463
Cambridge	Lower	PT	\$52,633
Guelph	Single	PT	\$51,317
Waterloo Region	Upper	PT	\$50,419
Municipality A	Lower	FT	\$46,310
Brantford	Single	PT	\$37,450
St. Catharines	Lower	PT	\$28,392
P50			\$56,872
City of Waterloo	Lower	PT	\$44,257

Prepared By: Michael Burzynski and Kathy Weidhaas

Date: October 30, 2025

Committee Chair Signature:

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Difference to P50	\$12,615
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Financial Implications Option #1 – Adjusting the Mayor's salary to \$148,622 (from \$116,831) and the Councillor's salary to \$56,872 (from \$44,257) would result in a pressure of \$135,050, being added to the 2027 budget process.

Option 2 – Use only Lower Tier Market Comparators w PT Councillors (Recommended)

Table 4: Mayor's Salary 2025:

Municipality	Tier	Mayor/Regional Chair Base Salary
Oakville	Lower	\$147,405
Caledon	Lower	\$139,849
St. Catharines	Lower	\$132,538
Cambridge	Lower	\$126,985
Kitchener	Lower	\$113,638
P50		\$132,538
City of Waterloo	Lower	\$116,831
Difference to P50		\$15,707

Table 5: Councillor Salaries 2025:

Municipality	Tier	FT or PT	Councillor Base Salary
Caledon	Lower	PT	\$58,916
Oakville	Lower	PT	\$58,689
Kitchener	Lower	PT	\$58,463
Cambridge	Lower	PT	\$52,633
St. Catharines	Lower	PT	\$28,392
P50			\$58,463
City of Waterloo	Lower	PT	\$44,257
Difference to P50			\$14,206

Prepared By: Michael Burzynski and Kathy Weidhaas

Date: October 30, 2025

Committee Chair Signature:

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Adam Vitalis

Financial Implications Option #2 – Adjusting the Mayor's salary to \$132,538 (from \$116,831) and the Councillor's salary to \$58,463 (from \$44,257) would result in a pressure of \$133,935, being added to the 2027 budget process.

C) Cost of Living Adjustment (COLA)

As per the Corporate Policy *Member of Council Remuneration and Expense Policy*, the current practice is as follows:

"A cost of living adjustment shall be made to member of Council salaries on January 1st every year and shall be based on the lower of either the Ontario CPI as of October the previous year or the year-over-year increase of the staff association from the previous year."

Out of the eleven (11) municipalities and regional government(s) surveyed, the majority (8/11, 73%) indicated that they provide the same increase to their Elected Officials as their Non-Union Staff.

Recommendation: That the Audit Committee recommends a change in the *Member of Council Remuneration and Expense Policy* to have all future COLA increases be aligned with what is agreed to by the SA, given that the last two (2) reviews of this nature have resulted in significant gaps in maintaining the 50th Percentile. This would follow the same practice that is in place currently for the Non-Union and Management groups.

By shifting to this new approach, the Mayor and Councillor salaries are less likely to fall as significantly behind comparator salaries over the eight-year period between reviews.

D) OMERS Pension

The City of Waterloo does not currently offer an OMERS pension plan to Elected Officials. Out of the eleven (11) municipalities and regional government(s) surveyed, the majority (10/11, 91%) currently offer OMERS to their Elected Officials. It should also be noted that the City of St. Catharines will be offering OMERS for the next term of Council. The current OMERS contribution rate is currently 9.0% on the contributory earnings up to the year's maximum pensionable earnings (YMPE), which is currently \$71,300, and 14.6% on contributory earnings over the YMPE.

Recommendation: That the Audit Committee recommends that Council initiate the intent to participate in the OMERS Plan for the next new term of Council. This would require Council to pass a by-law that authorizes

Prepared By: Michael Burzynski and Kathy Weidhaas

Date: October 30, 2025

Committee Chair Signature:

Council Meeting

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participation and states the effective date. OMERS would be the one to provide a template by-law with further instructions. This would result in a pressure of \$53,700 being added to the 2027 budget process.

E) Health & Dental Benefits

As per the Corporate Policy *Member of Council Remuneration and Expense Policy*, the current practice is as follows:

“The City of Waterloo provides members of Council with extended health and dental benefits comparable to the management staff benefits plan with the exception of long-term disability not provided to elected officials and life insurance provided at two times salary.”

Out of the eleven (11) municipalities and regional government(s) surveyed, the majority (7/11, 64%) indicated that they also provide health and dental benefits to their Elected Officials, excluding LTD, which most match to their non-union plans.

Recommendation: That the Audit Committee recommends no changes to the current practice.

F) Vehicle Lease/Vehicle Allowance

As per the Corporate Policy *Member of Council Remuneration and Expense Policy*, the current practice is for the Mayor to be provided with the following two (2) options to be determined at the beginning of each term:

- a) Using a vehicle leased by the City with a lease rate not to exceed \$6,500/ year with insurance, minor repairs and maintenance covered by the City and mileage reimbursed at a rate of \$0.17/km for City related business, *or*
- b) Receiving a car allowance in the amount of \$8,000/year and mileage of \$0/km within the Region of Waterloo. Mileage outside the Region of Waterloo shall be reimbursed at the same per km rate provided to management employees for city related business. This option will not provide additional remuneration for insurance or maintenance expenses.

Councillors as per the aforementioned policy in this subheading also receive mileage reimbursement at the same per km rate provided to management employees for City related business. At this time, the mileage rate for all City staff is set at \$0.72/KM for the first 5,000KM (\$0.66/KM thereafter), which is

Prepared By: Michael Burzynski and Kathy Weidhaas

Date: October 30, 2025

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set to the annual CRA mileage rate for business, as per the *Mileage Allowance Policy (Policy # FC-021)*.

The Human Resources team found that there was no common practice that the majority of the eleven (11) municipalities and regional government(s) surveyed followed. For example, the City of Richmond Hill provides the mayor with a city owned vehicle, with mileage not being reimbursed. A few municipalities (e.g. Guelph and Municipality A) did indicate that for mileage reimbursement they too set it to the annual CRA mileage rate for business.

Recommendation: That the Audit Committee recommends that for *Option A* referenced above, that the *Member of Council Remuneration and Expense Policy* be updated so that mileage be reimbursed to the Mayor at a rate of 40% of the current City staff rate. This recommendation is based on a yearly cost breakdown using the CAA cost calculator. For November 2026 implementation, this equates to \$0.29/km for City related business. There would be no change in practice to the current mileage reimbursement rate for Councillors.

G) Parking

As per the Corporate Policy *Member of Council Remuneration and Expense Policy*, the current practice is as follows:

- a) *"The City requires the Mayor pay for a parking permit per the rate for the lot chosen by the Mayor to park through payroll deduction as per Corporate Policy H-001 Employee Paid Parking. The cost of the parking permit is based on market rates in recognition of the economic value of parking for any lots deemed to be within the Canada Revenue Agency (CRA) zone. On the days the Mayor is required to use their vehicle for City Business offsite of City Hall, the Mayor shall be reimbursed the daily parking rate to a maximum of 4 days per week.*
- b) *Per Corporate Policy H-001, part-time elected officials (Councillors) shall receive a parking pass at no charge. Since part time members of Council rarely require parking of more than 2 hours before 5pm and the pass is issued for convenience not extended use, there will be no taxable benefit applied."*

The Human Resources team did not feel there was a need to survey the eleven (11) municipalities and regional government(s) on this topic given a recent change that came from reaching a new agreement with the SA group.

Prepared By: Michael Burzynski and Kathy Weidhaas

Date: October 30, 2025

Committee Chair Signature:

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Recommendation: That the Audit Committee recommends that the City of Waterloo does not change the current parking policy for Councillors, and that the City no longer require the Mayor to pay for a parking permit, effective January 1st, 2027. This change is to reflect a future dated change of practice in which SA, Non-Union and Management staff will also no longer be required to pay for parking at the Waterloo City Centre (i.e. City Hall), effective January 1st, 2027, however, a taxable benefit will still apply.

H) Meal Expenses

The City of Waterloo currently offers per diem for meals and expenses for conferences outside of the Region. These are provided at a rate of \$15 for Breakfast, \$25 for Lunch and \$35 for dinner, which equates to \$75 in total per day. All of the eleven (11) municipalities and regional government(s) surveyed confirmed that they also offer per diems for conferences as well. On average, the majority of municipalities and regional government(s) also offered a total amount on average of \$70 per day. One municipality (i.e. St. Catharines) indicated that the per diem was paid at a rate equal to the Canada Revenue Agency (CRA) reasonable rate. For reference, for the 2024 tax year, the CRA considers a flat rate of \$23 per meal to be reasonable for meal expenses when using the simplified method for calculating travel expenses. This rate includes sales tax and applies up to a maximum of \$69 per day per person. On average, the City of Waterloo's rate of \$75 is not far off the baseline provided by the CRA.

Recommendation: That the Audit Committee recommends no changes to the current practice.

APPENDIX A - Member of Council Remuneration and Expense Policy

CORPORATE POLICY



Policy Title: **Member of Council Remuneration and Expense Policy**
Policy Category: **Governance**
Policy No.: G-002
Department: Corporate Services
Approval Date: January 15, 2018
Revision Date: September 26, 2022
Author: Julie Scott, Deputy City Clerk
Attachments: A: Application for Conference Attendance or Travel Reimbursement
B: Trip Report Template
Related Documents/Legislation: *Municipal Act, Municipal Conflict of Interest Act*
Key Word(s):

POLICY STATEMENT:

The City of Waterloo respects the principles of transparency and accountability and provides this policy as a means of incorporating all member of Council remunerations and benefits policies and procedural matters in one document.

PURPOSE:

The purpose of the policy is to provide clear information to the members of Council and employees who are responsible for carrying out remuneration and benefit activities for members of Council and the public.

DEFINITIONS:

City Market Comparator group means the list of municipalities used to compare management salary and benefits for the purposes of market salary or other similar reviews.

SCOPE:

This policy applies to members of Council of the City of Waterloo and all employees undertaking activities under this policy.

Mandatory Policy, *Municipal Act*: No

Policy Administration Team, Review Date: September 12, 2017

Corporate Management Team, Review Date: November 22, 2017

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POLICY COMMUNICATION:

This policy will be provided to members of Council as part of their Council orientation program, to relevant staff and will be made available on the employee intranet site.

POLICY:1) Salary Remuneration:

- a) The target compensation salary rate for members of Council shall be the 50th percentile of the City Market Comparator group.
- b) A cost of living adjustment shall be made to member of Council salaries on January 1st every year and shall be based on the lower of either the Ontario CPI as of October the previous year or the year-over-year increase of the staff association from the previous year.
- c) One-third of the salary shall be considered for expenses and shall be tax free for the Council term ending November 30, 2018. Beginning with the December 1, 2018 term the one third tax free provision shall be eliminated.
- d) The City does not offer a pension or RRSP plan to members of Council.

2) Benefits Remuneration:

- a) The City of Waterloo provides members of Council with extended health and dental benefits comparable to the management staff benefits plan with the exception of long-term disability not provided to elected officials and life insurance provided at two times salary.

3) Vehicle Allowance and Mileage Reimbursement:

- a) The City shall provide the Mayor with the following two options to be determined at the beginning of each term:
 - i. using a vehicle leased by the City with a lease rate not to exceed \$6,500/ year with insurance, minor repairs and maintenance covered by the City and mileage reimbursed at a rate of \$0.17/km for City related business, or
 - ii. receiving a car allowance in the amount of \$8,000/year and mileage of \$0/km within the Region of Waterloo. Mileage outside the Region of Waterloo shall be reimbursed at the same per km rate provided to management employees for city related business. This option will not provide additional remuneration for insurance or maintenance expenses.
- b) Councillors mileage shall be reimbursed at the same per km rate provided to management employees for City related business.

4) Parking:

- a) The City requires the Mayor pay for a parking permit per the rate for the lot chosen by the Mayor to park through payroll deduction as per Corporate Policy H-001 Employee Paid Parking. The cost of the parking permit is based on market rates in recognition of the economic value of parking for any lots deemed to be within the Canada Revenue Agency (CRA) zone. On the days the Mayor is required to use their vehicle for City Business offsite of City Hall, the Mayor shall be reimbursed the daily parking rate to a maximum of 4 days per week.
 - b) Per Corporate Policy H-001, part-time elected officials (Councillors) shall receive a parking pass at no charge. Since part time members of Council rarely require parking of more than 2 hours before 5pm and the pass is issued for convenience not extended use, there will be no taxable benefit applied.
- 5) Office and Technology provisions:
- a) The Mayor shall be provided an office at the Waterloo City Centre that shall be provisioned with a computer, television with service and a multi-function printer. In addition the Mayor shall receive a city-issued smart phone device according to the City Mobile Device procedure and vendor contract.
 - b) The Councillors shall be provided with a shared office space at the Waterloo City Centre and a mobile computer for use at their home office or City Hall. In addition the Councillors shall receive a city-issued smart phone device according to the City Mobile device procedure and vendor contract.
 - c) Members of Council may by option seek reimbursement of a monthly home security monitoring solution up to a maximum of \$100/month reimbursed once per year upon submission of the contract.
- 6) Additional Remuneration for Committee Chairs:
- a) Members of Council shall not receive additional remuneration for Committee Chair positions.
 - b) The Mayor and Chair of the Finance and Strategic Planning Committee receive remuneration from Waterloo North Hydro as members of the Waterloo North Hydro Board of Directors. The Mayor receives remuneration from the Region of Waterloo as a Regional Councillor.
- 7) Conferences or Event / Meeting Travel Expenses
- a) Funding for conferences, travel, meeting and event registration within North America shall be provided based on budget availability and will be reported on the annual remuneration report. Registration for conferences or travel outside of North America must be approved by Council. An application form attached to this policy must be completed in advance of all conferences or events requiring overnight accommodation.
 - b) AMO/FCM related expenses for Councillors who are members of the Boards and/or committees of FCM and AMO will be reimbursed by the City subject to prior approval from Council to join the Board/Committee.

- c) The following expenses shall be eligible for reimbursement either directly to the member of Council or shall be billed direct to the City:
 - a. Per Diem for meals and expenses for conferences outside of the Region shall be provided at a rate of \$15 for Breakfast, \$25 for Lunch and \$35 for dinner. The per diem shall be reduced when some or all meals are provided by the conference or event organizers.
 - b. Registration for the event or conference with early registration is encouraged to take advantage of discounts.
 - c. Transportation to the conference by economy class travel. The lowest cost mode of travel is encouraged whether by air, train or vehicle. If a vehicle is used mileage reimbursement shall be at the rate outlined in section 3 above.
 - d. Expenses for accommodation shall be reimbursed based on a single room rate.
 - e. Car rental is not normally reimbursed unless other modes of transportation are not available.
 - f. The following expenses are not eligible for reimbursement:
 - i. Any pre and post conference social/recreational tours and/or events
 - ii. Companion programs
 - iii. Travel, means and/or accommodation expenses for accompanying family members or companions
 - iv. Any other items of a personal or discretionary nature
- d) At the conclusion of any conference or trip of an duration of 2 days or more, members of council must complete a trip report providing an overview of the function and information gathered or shared using the trip report template which is made available to the public at the office of the City Clerk.

8) Approval of Expenses

- a) The City shall reimburse reasonable expenses incurred by members of Council in the course of attending city-related events, conferences or performing city-related work.
- b) Requests for reimbursement must be supported by itemized receipts and information noting the purpose of the conference, seminar or meeting, names of attendees if fewer than 5 people or a general description if larger and the appropriate account number.
- c) When the Mayor or members of Council are present at a function with staff, the most senior staff member shall submit the expenditures for approval
- d) Expenses of Councillors shall be approved by the Mayor or Acting Mayor and the account allocation shall be approved by the City Clerk. An Acting Mayor shall not approve their own expenses in the absence of the Mayor the expenses shall be approved by the next Councillor on the Acting Mayor rotation.
- e) Expenses of the Mayor shall be approved by the Acting Mayor and the account allocation shall be approved by the City Clerk.

9) Remuneration Report

Annually prior to March 31st the City shall report the annual remuneration and expenses for a member of Council which includes:

- Annual salary
- Benefits
- Listing of major conferences and seminars attended including date, location and total cost
- Meeting, event and other initiatives aggregated by Mayor and/or Council initiatives, meeting/other expenses and town hall/newsletters
- Technology and home office expenses including smart phone expense
- Waterloo North Hydro remuneration

10) Remuneration Review

- Every other council term a review of the remuneration policy and package for members of Council will be undertaken in the year preceding the municipal election by the City including the use of a consultant and citizen committees as required.

COMPLIANCE:

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



ELECTED OFFICIAL APPLICATION FOR CONFERENCE OR TRAVEL REIMBURSEMENT

Approval is requested for _____
(Name of Member of Council)

to attend _____
(Name of Convention, Conference, Training or Seminar)

in the city of _____ on _____

Type of function to be attended: Convention/Conference ☐
Training ☐
Seminar/Workshop ☐

Transportation:

Air/Rail Fare	\$0.00
Limo/Taxi Fare	\$0.00
Mileage	0

Total Transportation: \$ 0.00

Hotel: _____ Nights at \$ _____
Total Hotel: \$ 0

Per Diem

0	Breakfast(s) at \$15.00	0
0	Lunch(es) at \$25.00	0
0	Dinner(s) at \$35.00	0

Total Per Diem: \$ 0

Conference Registration Fee: \$ 0

Is a phone roaming package required?

(If yes, specify cost in Other line)

Other (specify): _____ \$ 0

TOTAL EXPENSES: \$ 0.00

Indicate if a portion of the expenses are being paid by a budget other than the Elected Officials

Member of Council Signature

Date



TRIP REPORT – [insert member of Council name]

[insert conference name]
[insert conference location and dates held]



BACKGROUND

[Provide a brief overview of the purpose of the conference and the reason why the City participated.]

PARTICIPANTS

[provide a general description of who attended the conference including other elected officials and staff]

COST

[Insert the approximate total cost of the conference. If applicable outline the portion paid by the City and the portion paid by another person/organization.]

BUSINESSES VISITED/ELECTED OFFICIAL MEETINGS:

[Outline any one on one or group meetings attended while at the conference.]

Key Learnings/Potential ROI for the City of Waterloo

[Insert new information received or information valuable to the City that should be shared.]

Media Coverage

[Insert links if applicable.]



STAFF REPORT
Revenue & Accounting

Title: 2026 Interim Tax Levy
Report Number: CORP2025-040
Author: Mary Zubert
Meeting Type: Council Meeting
Council Date: November 17, 2025
File: N/A
Attachments: Appendix "A" 2026 Interim Tax Levy By-law
Ward No.: City Wide

Recommendations:

1. That Council approves staff report CORP2025-040.
2. That Council approves the 2026 Interim Tax Levy By-law, attached as Appendix "A".

A. Executive Summary

The purpose of this report is for Council to approve the Interim tax billing for 2026.

Section 317 of the Municipal Act, 2001, provides that a local municipality, before the adoption of the budget estimates for the taxation year, may pass a by-law levying interim funds for local municipal purposes. All amounts so levied may not exceed 50 per cent of the total taxes raised for municipal and school purposes of the prior year. Under legislation the interim levy may be based on assessments according to a municipal tax roll as most recently revised, provided that the authorizing by-law is passed before a new assessment roll is returned for the upcoming taxation year. The assessment roll is returned each December on the second Tuesday in the month. It is necessary to have an interim billing as the budgets for all three levels of government are not approved before the calendar year end.

Properties that generate Payment in Lieu (PIL) are not included in this Interim levy and are billed in Final later in the year.

Subject to the approval of Council, the tentative instalment dates for the interim tax bills are March 2, 2026, and May 1, 2026.

The tentative final installment payments for residential will be due July 2026 and September 2026. Commercial, industrial and multi-residential tentative final installment payments will be due September 2026 and October 2026.

B. Financial Implications

By using the municipal assessment roll for 2025 to bill the 2026 interim taxes, the City of Waterloo can ensure in most cases that the total taxes levied on all rateable properties will not exceed 50 per cent of the total taxes raised in the prior year for municipal and school purposes.

An interim levy would allow the municipality to meet its financial obligations including levy payments to the Region of Waterloo and school board.

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 - we provide fiscally responsible, exceptional service that meets the needs of residents, partners and equity-deserving groups, employees and volunteers of the city.

E. Previous Reports on this Topic

CORP2024-038 - 2025 Interim Tax Levy, November 18, 2024.

Appendix A



THE CORPORATION OF THE CITY OF WATERLOO

BY-LAW NO. 2025 –

BY-LAW TO PROVIDE FOR THE 2026 INTERIM TAX LEVY AND FOR THE PAYMENT OF 2026 INTERIM PROPERTY TAXES

WHEREAS s. 317, of the Municipal Act, 2001, S.O. 2001, c.25, as amended, provides that the Council of a local municipality may, before the adoption of the estimates for the current year, pass a by-law for an interim tax levy.

AND WHEREAS this by-law will be passed before the assessment roll is returned; therefore, the amounts levied shall be on the assessment according to the tax roll for taxation in the previous year, as most recently revised.

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

1. That an Interim Tax Levy is hereby imposed for all properties in all tax classes and levied for 2026, which shall be 50% of the total amount of taxes for municipal and school purposes levied on the property for the previous year, according to the tax roll of The Corporation of the City of Waterloo for taxation in the previous year, as most recently revised (the "Interim Levy").
2. That the Interim Levy shall be payable in two (2) installments with the first installment (the "First Installment") being due and payable on the 2nd day of March, 2026 (the "First Due Date"), and with the second installment (the "Second Installment") being due and payable on the 1st day of May, 2026 (the "Second Due Date").
3. A charge of 1.25% of the amount of the First Installment due and unpaid by the end of the First Due Date shall be imposed as a penalty for the non-payment of the First Installment.
4. A charge of 1.25% of the amount of the Second Installment due and unpaid by the end of the Second Due Date shall be imposed as a penalty for the non-payment of the Second Installment.

5. An interest charge of 1.25% of the amount of the First Installment due and unpaid on the 1st day of the month following the First Due Date shall be imposed for each month, or fraction thereof, in which the default continues.
6. An interest charge of 1.25% of the amount of the Second Installment due and unpaid on the 1st day of the month following the Second Due Date shall be imposed for each month, or fraction thereof, in which the default continues.
7. On all taxes in default on January 1st, 2026, interest shall be added at the rate of 1.25% per month for each month or fraction thereof in which the default continues.
8. That notwithstanding any other provision of this by-law, no penalty or interest shall be applied to any defaulted payments for any such period as may be determined by Council resolution from time to time.
9. All penalty and interest charges provided for in this by-law shall be deemed to be part of the Interim Levy on which the penalty and interest charges have been imposed.
10. If a Court of competent jurisdiction should declare any section or part of the section of this by-law to be invalid, such section or part of a section shall not be construed as having persuaded or influenced Council to pass the remainder of this by-law and it is hereby declared that the remainder of this by-law shall be valid and shall remain in full force and effect.
11. This by-law shall come into force and effect on January 1, 2026.

Enacted this _____ day of _____, 2025.

D. McCabe, Mayor

J. Finley-Swaren, City Clerk



STAFF REPORT
Facility Design & Management Services

Title: Martin Farmstead Lease Agreement
 Report Number: COM2025-026
 Author: Liz Badley, Property Coordinator
 Council Date: November 17, 2025
 File: N/A
 Attachments: None
 Ward No.: 4

Recommendations:

1. That Council approve report COM2025-026.
2. That Council approve the Lease with Cleon Martin, Wayne Martin and Vera Martin at 680 Woolwich St N, Waterloo.
3. That the Mayor and Clerk be authorized to sign the Lease and any other necessary documents, subject to the satisfaction of the City Solicitor .

A. Executive Summary

The City of Waterloo (Landlord) and Cleon Martin, Wayne Martin and Vera Martin seek to enter into a new lease agreement at 680 Woolwich St N, Waterloo, as per Terms and Conditions noted in Table 1.

Table 1: Summary of Key Information for Proposed Lease Renewal

Item	Terms
Property	Martin Farmstead 680 Woolwich St N, Waterloo
Use	Residential
Total Lease Term	November 1 st , 2025 – October 31 st , 2027
Terms & Conditions	Tenant agrees to maintain, repair and keep premises in good repair

B. Financial Implications

Loss of rental revenue should lease not be approved

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: We provide fiscally responsible, exceptional service that meets the needs of residents, partners and equity-deserving groups, employees and volunteers of the city.

E. Previous Reports on this Topic

None



STAFF REPORT
Facility Design & Management Services

Title: RIM Park- Waterloo Sports Medicine Centre Lease
 Report Number: COM2025-024
 Author: Liz Badley, Property Coordinator
 Council Date: November 17, 2025
 File: N/A
 Attachments: None
 Ward No.: 4

Recommendations:

1. That Council approve report COM2025-024.
2. That Council approve the Lease with Clermont CPPG Physiotherapy Professional Corporation operating as Waterloo Sports Medicine Centre at RIM Park 2001 University Ave E, Waterloo.
3. That the Mayor and Clerk be authorized to sign the Lease and any other necessary documents, subject to the satisfaction of the City Solicitor.

A. Executive Summary

The City of Waterloo and Clermont CPPG Physiotherapy Professional Corporation seek to enter into a new lease agreement at RIM Park 2001 University Ave, E. Waterloo, as per Terms and Conditions noted in Table 1.

The original lease commenced on September 1, 2001, and was renewed for 5 terms of 5 years. The current term expires on October 31, 2025.

Table 1: Summary of Key Information for Proposed Lease Renewal

Item	Terms
Property	RIM Park 2001 University Ave E, Waterloo
Use	Sports Medicine Rehabilitation
Total Lease Term	November 1 st , 2025 – October 31 st , 2030
Terms & Conditions	To remain intact, as per the original lease agreement and subsequent lease renewal agreement(s)

B. Financial Implications

Loss of rental revenue should lease not be approved.

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)

Operational Excellence: This lease renewal will provide revenue to the City, while also enabling the delivery of Sports Medicine services at the RIM Park location.

E. Previous Reports on this Topic

None



STAFF REPORT
Fire Rescue Services

Title: Fire Safety Boxes Bylaw 2024-067 Amendment
Report Number: COM2025-025
Author: Sandy van Solm. Acting Fire Chief
Council Date: November 17, 2025
File: N/A
Attachments: NA
Ward No.: City Wide

Recommendations:

1. That Council approve report COM2025-025.
2. That Council approve the amendment of the Fire Safety Box By-Law 2024-067.

A. Executive Summary

On September 23, 2024, Council approved report COM2024-029 and the Fire Safety Box By-Law 2024-067. This By-Law was necessary to ensure that every person who is required under section 2.8 of the Fire Code to prepare and implement a Fire Safety Plan approved by the Chief Fire Official in a Residential Occupancy and/or an Industrial Occupancy shall also install and maintain on their premises a Fire Safety Box and a Fire Department approved Lock Box or an Existing Lock Box, if they have one already installed. The By-Law states that a Fire Safety Box shall include up to date contact information for a designated person and that this person attends the scene within 45 minutes after the fire alarm was engaged to reset the alarm.

The universities in the city have connected with Waterloo Fire Rescue and requested an exemption from the By-Law requirements. As the universities maintain a 24/7 on-site security presence through the Special Constable Service, keys and contact information in a Lock Box and Fire Safety Box respectively, would be redundant. Therefore, a Lock Box and Fire Safety Box would result in an unnecessary budgetary impact for the universities. Waterloo Fire Rescue (WFR) therefore recommends an exemption clause in the By-Law and that exemption criteria are included in WFR policy.

B. Financial Implications

Failing to comply with the By-law is an offence which, upon conviction, holds a fine up to \$5,000.00. The General Administrative Penalty By-law applies where a person fails to comply with a work order or order to discontinue activity with a set penalty amount of \$400 and \$800 for second and subsequent contraventions. The City would not collect these fines for those occupancies that are exempt.

As past practice has shown that Special Constables are at the scene within 45 minutes, there is no missed revenue when the exemption is granted. Other exemptions for occupancies will be granted based on the same criteria.

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)

Operational Excellence: We provide fiscally responsible, exceptional service that meets the needs of all residents in the City of Waterloo by limiting the time spent waiting for a responsible person with at the same time providing exemptions where appropriate.

E. Previous Reports on this Topic

COM2024-029 Fire Safety Box By-law September 23, 2024



**Fire Safety Boxes Bylaw 2024-067 Amendment
COM2025-025**

BACKGROUND

Under Section 2.8. of the Ontario Fire Code (OFC) an owner of a building of specific nature, as defined by the OFC, is required to have a Fire Safety Plan. The OFC does not require the owner to install and maintain on the premises a Fire Safety Box and Lock Box that is accessible to the Fire Department. By-Law 2024-067 provides for provisions to mandate the installation of such a box for residential and industrial buildings under Section 2.8. of the OFC.

The By-Law includes provisions that requires the owner to include contact information in the Fire Safety Box and to update the information as required, as well as to have a designated person attend the site within 45 minutes to reset the alarm. If a designated person is not available at the site within 45 minutes, the owner of the property may be charged a cost-recovery stand-by fee at an hourly rate as defined in the Fees and Charges By-law.

Both Universities in Waterloo maintain a 24/7 on-site security presence through the Special Constable Service. Typically, the Special Constables are on scene quickly and always within 45 minutes. Therefore, keys within the Lock Box for access and contact information in a Fire Safety Box would be redundant. Waterloo Fire Rescue (WFR) therefore recommends an exemption clause in the By-Law. The exemption will cover other occupancies where appropriate in accordance with the exemption criteria included in WFR policy. This exemption will also allow WFR to revoke exemptions where criteria required by policy are not met.

BY-LAW AMENDMENT

The By-law Amendment contains the following provision:

- “3.1 The Fire Chief may exempt any person or Owner from the application of this By-law upon written request, in accordance with the Fire Department’s policy for Fire Safety Box and Lock Box exemption;”



STAFF REPORT
Parks, Forestry and Cemetery Services

Title: Release of Funds and Information Update on the Design and Public Engagement of Margaret Ave Park
Report Number: COM2025-027
Author: Hala Al Amine, Senior Landscape Architect, Parkland, Capital Projects and Stewardships
Council Date: November 17, 2025
File: Project 230032
Attachments: NA
Ward No.: 5

Recommendations:

1. That Council approve report COM2025-027.
2. That Council approve the release of the 2025 non-routine capital funding for Bridgeport & Margaret Park (ref# 281) in the amount \$1,593,000 from the 2024-2026 Approved Capital Budget.

A. Executive Summary

The purpose of this report is to seek Council's approval for the release of capital funds to initiate the tendering and construction phases of the Margaret Ave Park development. This new park will provide much-needed recreational space and amenities in an area currently underserved by neighbourhood parks.

City staff, in collaboration with the project consultant, have engaged with neighbourhood groups, community members, and local schools to gather feedback and ideas for the Margaret Ave Park. Insights from this public engagement process informed the concept design. Staff will now work closely with the consultant to advance detailed design and prepare the project for tender and construction.

For the final design, and the summary of the community engagement please refer to project website on Engage Waterloo @ <https://www.engagewr.ca/margaret-ave-park>.

B. Financial Implications

This report seeks the release of non-routine 2025 approved capital funding in the amount of \$1,593,000, funded from the Parkland Dedication Reserve Fund (PUB).

C. Technology Implications

There are no technology implications with this report.

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)

Margaret Ave Park supports a Complete Community by enhancing quality of life for all residents and overall community vibrancy through creating and maintaining safe, equitable and accessible public spaces for diverse and year-round use.

E. Previous Reports on this Topic

- COM2023-034 - Funding Release for Capital Projects - Parks 2023
- COM2020-004 - Funding Release for Parkland Acquisition - 226 Bridgeport Road East and 40 Margaret Avenue North



**Release of Funds and Information Update on the Design and Public Engagement
of Margaret Ave Park
COM2025-027**

In February 2020, Council approved the release of funds to acquire the properties at 226 Bridgeport Road East and 40 Margaret Avenue North for the purpose of creating new parkland. These two adjacent properties are located within the Willowdale Planning District; an area that currently experiences parkland deficiency.

Following acquisition, the building at 40 Margaret Avenue North was demolished in 2020. The site was subsequently graded and seeded to allow for passive community use until full park development can proceed. The existing building at 226 Bridgeport Road East is scheduled for demolition prior to the start of park construction. The demolition and site preparation work will be undertaken with care to preserve the significant existing trees on the property and adjacent site.

The location of Margaret Ave Park is shown in the map below.



In 2024, the City of Waterloo retained Shift Landscape Architecture Inc. to provide community engagement, consulting and contract administration services for the design and construction of Margaret Ave Park.

Community engagement for the design of Margaret Ave Park has been ongoing throughout 2025, with the goal of shaping a park that reflects the needs and character of the surrounding neighbourhoods.

The first phase of engagement, held from March to May 2025, included a range of activities such as in-person events, school workshops, neighbourhood conversations, and digital feedback collected through Engage Waterloo. Over 150 community members participated, sharing their ideas, values, and priorities for the new park. Insights gathered during this phase provided the foundation for shaping two preliminary concept designs. The second round of engagement was conducted from September to October 2025 and focused on collecting feedback on the two concept designs. Input was gathered through an open house, an online survey, and additional local outreach efforts.

The engagement confirmed broad community enthusiasm for the new park and a strong desire for a space that is welcoming, inclusive, and reflective of the surrounding neighbourhoods. Feedback emphasized the importance of shade, comfortable seating, play opportunities for all ages, and a balance between active and quiet spaces. Respondents also highlighted safety, visibility, and accessibility as essential design considerations, alongside ecological features such as native planting, pollinator gardens, and rain gardens to support biodiversity and manage stormwater. A recurring request for swings and nature-based play elements was noted, as well as support for unique design features like an iconic shade structure and porch swings that would give the park a distinct identity.

Overall, the preferred design option was Concept 1: “Common Thread”. Participants liked its layout, clear sightlines, and the central play space, along with other features. Many also appreciated elements of Concept 2: “Floorplan as Siteplan”, including the porch swings and the variety of seating areas. Together, the feedback reflects a community vision for a lush, green park that celebrates nature through both experience and learning, balancing aesthetics, education, and sustainable approaches.

The next phase will focus on creating a refined design that builds on Concept 1 as a foundation, while thoughtfully integrating the most valued elements of Concept 2. The final concept will be developed to reflect community priorities for safety, shade, green character, and multi-generational use. It will be shared with the community online through the Engage Waterloo webpage and in person at a public open house.

Following completion of the final concept design, the project team will proceed with the detailed design phase, including consultation with GRAAC to review the design from an accessibility perspective, as well as continued engagement with other interested groups

within the City and from external organisations. Site Plan Approval and tender preparation will follow, with construction anticipated to begin in 2026.

The community engagement process and the final design are summarized in the Engage Waterloo project page, refer to: <https://www.engagewr.ca/margaret-ave-park>.

To finalize the design and advance the park development, staff are requesting the release of the 2024 project funding. This will allow the project to proceed to tender and for the project to commence construction in 2026.

Project Schedule

The detailed design is anticipated to be completed in Fall 2025, with construction tendering planned for Winter/Spring 2026, pending Site Plan and other required approvals. Park construction is expected to follow in Summer/Fall 2026.

Financial Implications

Total funding to be released for the Bridgeport & Margaret Park project from ref#281, as approved in the 2024-2026 capital budget is \$1,593,000, funded from PUB. Total funding will be allocated as outlined in Table 1 below:

Table 1: Funding and estimated costs

Description	Report Number	Approval Date	\$ Amount*
FUNDING:			
Current Available Funding			\$242,000
Funding – 2025 (Ref#281)	COM2025-027	17-Nov-25	\$1,593,000
Total Funding			\$1,835,000
PROJECTED EXPENDITURES:			
City Overhead and Public Art Allocations			\$96,000
Demolition Costs and Site Preparation			\$160,000
Estimated Construction and Design Costs			\$1,300,000
Other Project Costs Including Contingencies			\$279,000
Total Projected Expenditures			\$1,835,000
BALANCE:			\$0

*Note: non-recoverable portion of HST included



STAFF REPORT
Parks, Forestry and Cemetery Services

Title: Release of Funds and Information Update on the Design and Public Engagement of St Moritz Park

Report Number: COM2025-028

Author: Hala Al Amine, Senior Landscape Architect, Parkland, Capital Projects and Stewardship

Council Date: November 17, 2025

File: Project 240027

Attachments: N/A

Ward No.: 2

Recommendations:

1. That Council approve report COM2025-028.
2. That Council approve the release of the 2025 non-routine capital funding for St Moritz Community Park (ref# 303) in the amount \$1,682,000 from the 2024-2026 approved capital budget.
3. That council approve the release of the 2025 non-routine capital funding for Spray Pad-Cooling Area project (ref# 302) in the amount \$924,000 from the 2024-2026 approved capital budget and approve the administrative transfer to the St Moritz Community Park project 240027.

A. Executive Summary

The purpose of this report is to seek Council's approval for the release of the capital funds to commence the tendering and construction of the St Moritz Community Park redevelopment. The park improvements will upgrade the park to a "Community Park" level and provide additional recreational space and amenities that will serve both Wards 1 and 2. The park upgrades will also include a splash pad and a washroom, which will be funded from the Spray Pad-Cooling Area project (ref#302).

City staff worked with the project consultant to conduct two rounds of public engagement, gathering feedback and ideas to guide the redevelopment of St. Moritz Park. Insights from the engagement process informed the concept design, ensuring it reflects community needs and priorities. Staff will now work closely with the consultant to advance detailed design and prepare the project for tender.

For any additional information, the presentation of the final design, and the summary of the public engagement please refer to the project website on Engage Waterloo @ <https://www.engagewr.ca/st-moritz-park>.

B. Financial Implications

This report seeks the release of non-routine 2025 approved capital funding in the amount of \$1,682,000 for the St Moritz Community Park project ref#303, funded \$1,513,000 from the Parkland Dedication Reserve Fund (PUB) and \$169,000 from the Development Charges Reserve Fund (DC). Additional 2025 approved PUB capital funding in the amount of \$924,000 from the Spray Pad-Cooling area project ref#302, is requested to be released and transferred to the St Moritz Park project for administrative project purposes.

C. Technology Implications

There are no technology implications with this report.

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)

St Moritz Park redevelopment supports a Complete Community by enhancing quality of life for all residents and overall community vibrancy through creating and maintaining safe, equitable and accessible public spaces for diverse and year-round use.

E. Previous Reports on this Topic

- COM2024-026 Parkland Strategy Implementation and St. Moritz Community Park Project - Funding Release Request



**Release of Funds and Information Update on the Design and Public Engagement
of St Moritz Park
COM2025-028**

St. Moritz Park is an existing neighbourhood park located at 496 and 506 St. Moritz Avenue in Waterloo. The park's primary frontage is along St. Moritz Avenue within the Clair Hills community. A hydro corridor and an easement bisect the site, dividing it into two distinct sections. In addition to the natural creek that passes through the park, the northeast edge is bounded by a stormwater management pond, both of which provide naturalized ecological areas within the park.

Map showing the location of St. Moritz Park is shown below.



St. Moritz Park has been identified as a candidate for upgrade to a community level park, serving both Wards 1 and 2. This initiative aligns with Recommendation #21 of the Parkland Strategy.

In 2024, the City of Waterloo retained Shift Landscape Architecture Inc. to provide consulting and contract administration services for the St. Moritz Park redevelopment.

Since the project's initiation, two rounds of extensive public engagement have been undertaken starting in March 2025 to better understand how the park can provide greater value to the community and to help inform the proposed improvements.

The first phase of engagement (March–May 2025) focused on gathering community ideas, values, and background information to guide the design process. Engagement activities included pop-up events, school visits, workshops with students, conversations with local residents, and digital feedback collected through the project page on Engage Waterloo. Nearly 300 community members participated in the first open house and associated activities.

The second phase of engagement (September – October) centered on obtaining feedback on two preliminary concept designs. This phase included an open house event held in the gymnasium of Edna Staebler Public School, an online survey, and neighbourhood-level outreach to ensure broad and inclusive participation.

Feedback collected during the first phase informed the preparation of the preliminary concept designs, and input from the second phase identified the community's key priorities for the park's renewal and has helped define the direction of the final design. Participants emphasized the importance of balancing active recreation, enhancing park ecology, and supporting everyday passive uses, with strong support for a unique water play area (to be funded from ref #302), youth-friendly sport spaces, shade and seating, and a potential floodable lawn for winter skating. Respondents also highlighted the need for safe circulation, accessible pathways, and features that complement the park's natural character.

Overall, Concept 2 - "The Nest" was preferred for its active, inclusive layout and strong sense of community connection. Many participants also encouraged incorporating the natural character and openness of Concept 1 into the next stage of design.

The next phase will focus on these insights guiding the development of a refined concept plan that combines the most supported elements of both concepts, ensuring that St. Moritz Park continues to serve as a welcoming, ecologically rich, and multi-season community destination. The final concept will be shared with the community online through the Engage Waterloo webpage and in person at a public open house.

Following completion of the final concept design, the project team will proceed with the detailed design phase, including consultation with GRAAC to review the design from an accessibility perspective, as well as continued engagement with other interested groups within the City and from external organisations. Site Plan Approval and tender preparation will follow, with construction anticipated to begin in 2026.

A detailed summary of the public engagement process and the final park design can be found on the project page, refer to: <https://www.engagewr.ca/st-moritz-park> .

To finalise the design and advance the park development, staff are requesting the release of the 2025 project funding (ref# 303) and the 2025 funding for the Spray Pad–Cooling Area project (ref# 302).

Project Schedule

The detailed design is anticipated to be completed in Fall 2025, with construction tendering planned for Winter/Spring 2026, pending Site Plan and other required approvals. Park construction is expected to follow in Summer/Fall 2026.

Financial Implications

Total funding to be released for the St. Moritz Community Park project ref#303 for 2025, as approved in the 2024-2026 capital budget is \$1,682,000, funded \$1,513,000 from the Parkland Dedication Reserve (PUB) and \$169,000 from the Development Charges Reserve (DC). Additional funding from the Spray Pad-Cooling Area project ref#302 in 2025 is \$924,000 funded from PUB. Total funding will be allocated as outlined in Table 1 below:

Table 1: Funding and estimated costs

Description	Report Number	Approval Date	\$ Amount*
FUNDING:			
Current Available Funding St. Moritz Park Project			\$35,000
Funding – 2025 (Ref#303)	COM2025-028	17-Nov-25	\$1,682,000
Funding – 2025 (Ref#302)	COM2025-028	17-Nov-25	\$924,000
Total Funding			\$2,641,000
PROJECTED EXPENDITURES:			
City Overhead and Public Art Allocations			\$157,000
Estimated Design and Construction Costs			\$2,000,000
Other Project Costs Including Contingencies			\$484,000
Total Projected Expenditures			\$2,641,000
BALANCE:			\$0

*Note: non-recoverable portion of HST included



STAFF REPORT
Facility Design & Management Services

Title: Funding Release for Phase 1 Construction for the
Implementation of Fire Master Plan Recommendations
Report Number: COM2025-029
Author: Michael Kuebler, Senior Project Manager,
Facility Design and Management Services
Council/Committee Date: November 17, 2025
File: 230022
Attachments: Fire Expansion Phases – Station Map
Ward No.: All Wards

Recommendations:

1. That Council approve report COM2025-029.
2. That Council approve the partial release of 2025 non-routine funding in the amount of \$3,080,000 from the approved 2024-2026 Capital Budget (Ref #250), to be funded from the Development Charges Reserve Fund and that the funds be released to the Fire Rescue Expansion project 230022 for Phase 1 Construction activities.
3. That Council approve a funding transfer to the Fire Rescue Expansion Project 230022 totalling \$141,000 from the Fire Storage Building Expansion Project 202027 for Phase 1 Construction activities.
4. That Council direct staff to initiate the Request for Tender process to seek qualified Contractors for Fire Station 1 Expansion for PPE Decontamination and growth-related construction and Fire Station 2 Suppression Side interior growth-related construction and site development improvements as per Fire Master Plan recommendations.

A. Executive Summary

The purpose of this report is to seek Council approval for a partial capital funding release for the Phase 1 Construction activities relating to the expansion and growth at Fire Station 1 and 2 as recommended in the Council approved Fire Master Plan Report. Among the several recommendations from the November 2023 Fire Master Plan (FMP) report

(COM2023-024), recommendation 2 and 3 are primarily leading to infrastructure expansion at Fire Station 1 and Fire Station 2.

Project estimates have been provided by the City's Consultant based on the schematic work to date and staff are seeking a partial funding release of \$3,080,000 and \$141,000 project to project transfer to fund the following construction activities:

1. Fire Station #1 – Expansion for Personal Protective Equipment (PPE) Decontamination, change room expansion, and security vestibule.
2. Fire Station #2 – Suppression side interior growth per Fire Master Plan
3. Fire Station #2 – Site development improvements related in interior growth.

Staff plan to return to Council in 2026 to seek release of funding for Phase 2 which will involve the Fire Station #4 mechanical high bay and site development improvements relating to this construction.

B. Financial Implications

A partial non-routine funding release of the 2025 approved capital budget for Ref #250, Fire Rescue Expansion, in the amount of \$3,080,000, funded from the Development Charges (DC) Reserve Fund is being requested for the Phase 1 construction activities relating to the expansion and growth at Fire Station 1 and 2 as recommended in the Council approved Fire master Plan Report.

Previous partial funding of \$1,000,000 from Ref #250 was released in 2024 via report COM2024-015 for the Fire Rescue Expansion project 230022 to initiate the feasibility study and architectural design work. The remaining amount of \$10,888,000 was re-budgeted to 2025.

Staff are reviewing the Fire Rescue Expansion project remaining budget requirements for phase 2 of the growth related work as part of the current DC by-law update process. The remaining un-funded DC amount from Ref #250 will be re-budgeted as part of that update. There will be some rehabilitation of existing infrastructure components as part of the phase 3 work that will require non-DC funding, which will also be addressed through the DC by-law update process.

In addition to the partial funding release, \$141,000 of funding from the Fire Storage Building Expansion Project 202027 is requested to be transferred for Phase 1 construction activities. Project 202027 was originally funded from the Development Charges Reserve Fund and is a compatible funding source to be used toward the Fire Expansion work. The intent for the funding was for construction of a fire storage expansion building and would allow for easier administration of the project funding by consolidating with project 230022 Fire Rescue Expansion.

C. Technology Implications

There are no technological implications.

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)

Innovation and Future Ready:

- The Implementation of Fire Master Plan Recommendations project will expand/upgrade existing Fire Station facilities and enhance response capacities to meet the demands of the growing City inline with the Fire Master Plan recommendations. Stations will also be upgraded with environmental resiliency to ensure they are able to service the community during severe storm events.

Complete Community:

- Enhance community vibrancy through fire and life safety education, fire and emergency medical response thereby protecting life, property and the environment including parks, cultural, and public spaces.

E. Previous Reports on this Topic

COM2024-015 Fire Rescue Expansion – Partial Funding Release Request
– March 25, 2024

COM2023-024 FMP, November 27, 2023

COM2023-016 FMP Update, June 19, 2023

COM2022-010 FMP Update, April 3, 2022



**Funding Release for Phase 1 Construction for the Implementation of Fire Master Plan Recommendations
COM2025-029**

Background

The Fire Master Plan (FMP) report presented in November 2023 (COM2023-024) contained several recommendations which included infrastructure expansion upgrades at Fire Station 1 and Fire Station 2. The recommendations of the 2023 FMP were to:

1. Expand the operation with a second response team and an additional apparatus at Fire Station 2. This expansion would require additional space for staff accommodation, office space, parking, and equipment needs.
 - The expansion fire rescue staffing is being phased in as part of the 2024-2026 approved operating budget and 2027 budget.
 - The additional apparatus was approved as part of the 2023 and 2024-2026 capital budget.
 - New Fire Rescue Pumper-Quint Ref #267 (2023 capital budget)
 - Fire Rescue Squad Vehicle Expansion Ref #252 (2024-2026 capital budget)
2. Explore the option of a dedicated shared mechanical bay for apparatus mechanical repairs at Fire Station 1 or 2 (due to the central location or other fire station if not feasible at this location) and in addition determine a suitable location for large vehicle and equipment storage at another fire station. A subsequent feasibility review by City and Fire staff indicated Fire Station 4 is listed as the preferred alternative options for the shared mechanical bay.

Following the November 2023 report, a funding request was made in March 2024 to release partial funding to study the feasibility of implementing the Fire Master Plan recommendations. The COM2024-015 report in March 2024 and subsequent approval by Council, allocated the funds for Consulting Services for the feasibility and implementation of Fire Master Plan recommendations. The funds were included within the Fire Rescue Expansion Project (230022) scope.

After having conducted a Feasibility Study on the viability of implementing the Fire Master Plan recommendations a Request for Proposal (RFP) for the consulting services for the implementation of the Fire Master Plan recommendations was issued (RFT 24-25), on December 3rd, 2024, in accordance with the Purchasing By-Law. In this RFP, the City solicited proposals from architectural/engineering firms for the all-inclusive consulting services, planning, design and contract administration for the Implementation of the Fire

Master Plan recommendations for all fire stations. RFP24-25 was subsequently awarded to John MacDonald Architect.

The chosen strategy is to focus on the feasibility of available solutions to address existing constraints and thereby repurposing and expanding existing spaces. The proposed initiative is expected to augment the station's functionality, efficiency, and responsiveness through a detailed review and construction phase which will be determined through collaboration between John MacDonald Architect and City staff. While the effective utilization of shared facilities and their connectedness will be determined and built appropriately, standalone and exclusive additions will also be constructed as per the Fire Master Plan recommendations. For example, Fire Station 2 requires exclusive expansion to accommodate additional fire department staffing levels approved by Council as part of the 2024-2026 operating budget to meet targeted expansions and service levels and therefore will undergo renovations as part of Phase 1.

The key features that would be included in Consultant's scope of work are:

1. Detailed design, contract administration, and post-construction work for the expansion of Fire Station 2 to accommodate a second 24/7 shift.
2. Address essential service deficiencies and provide suitable space for additional staff and/or shared services at Fire Station 1.
3. Establish a shared mechanical bay at a Station #4 to maximize vehicle/ equipment storage toward operational effectiveness.
4. Implement several other solutions to accommodate shared facilities at these fire stations. For example, establishing a shared bunker gear facility for cleaning and storage at Fire Station 1 (or other suitable location), which must be moved due to growth and expansion at Fire Station 2.

Through the past few months, Staff have been working with the Consultant Team for the Implementation of the Fire Master Plan Recommendations to define the construction phasing and scopes.

To accommodate the second response team at Fire Station #2, the consulting team and staff have been working to create additional space for a second crew with an interior renovation at the Fire Station. As part of this internal expansion, PPE decontamination is required to move from Fire Station #2 to Fire Station #1. As such, staff have undertaken design work for a Decontamination and Storage Outbuilding at the Fire Station #1 property thereby providing the capacity at Fire Station #2 for the second response vehicle.

The second recommendation was to explore the construction of a dedicated mechanical high bay to service the Fire Services vehicles. The consultant team and staff have reviewed the feasibility of locating this facility at Fire Station #4. Alongside this project a separate study has been underway to assess the feasibility of a mechanical bay at another location. The recent submission of an interim report forming part of this separate study has indicated that the subject review site is not suitable for the construction of a mechanical bay. With this conclusion in hand, the project team for the Implementation of

the Fire Master Plan Recommendations has now focused situating the mechanical bay at Fire Station #4 and completing preliminary design at this location.

Project estimates have been provided by the Consultant based on the schematic work to date for Phase 1. Staff are seeking the partial release of \$3,080,000 to fund the following construction activities which form part of Phase 1. Design and creation of construction documents is underway. Phase 1 Construction for improvements at Fire Station 1 and 2 is expected to start in January 2026 with substantial performance and occupancy at Fire Station 2 still targeting September 2026.

Phase 1 – Scope and Timing

1. Fire Station #1 – Expansion for PPE Decontamination, change room expansion, and security vestibule.
 - a. Request for Tender planned for November 2025.
 - b. Substantial completion planned for first quarter of 2026.
2. Fire Station #2 – Suppression side interior growth and renovations per Fire Master Plan recommendations. Site development improvements related to interior growth.
 - a. Request for Tender planned for end of 2025.
 - b. Substantial completion planned for September 2026.

Phase 2 – Scope and Timing

1. Fire Station #4 – Expansion for Mechanical High Bay
 - a. Preliminary design work scheduled for first half of 2026.
 - b. To be included in the ongoing Development Charge background study and DC By-law.

Staff plan to return to Council in 2026 to seek a funding release for Phase 2 which will involve the Fire Station #4 mechanical high bay and site development improvements relating to this construction.

Financial Implications

Ref #250 from the 2024-2026 approved Capital Budget is for \$11,888,000, funded from the Development Charges (DC) Reserve Fund. This project has been designated by Council as non-routine and requires Council approval to release the funding. This council report is requesting a partial release of \$3,080,000 of the \$11,888,000 for the construction activities relating to the expansion and growth at Fire Station 1 and 2 as recommended in the Council approved Fire master Plan Report.

Previous partial funding of \$1,000,000 from Ref #250 was released in 2024 via report COM2024-015 for the Fire Rescue Expansion project 230022 to initiate the feasibility

study and architectural design work. The remaining amount of \$10,888,000 was re-budgeted to 2025.

Staff are reviewing the Fire Rescue Expansion project remaining budget requirements for phase 2 of the growth related work as part of the current DC by-law update process. The remaining un-funded DC amount from Ref #250 will be re-budgeted as part of that update. There will be some rehabilitation of existing infrastructure components as part of the phase 3 work that will require non-DC funding, which will also be addressed through the DC by-law update process.

In addition to the partial funding release, \$141,000 of funding from the Fire Storage Building Expansion Project 202027 is requested to be transferred for phase 1 construction activities. Project 202027 was originally funded from the Development Charges Reserve Fund and is a compatible funding source to be used toward the Fire Expansion work. The scope for the storage building has changed with the shifting of locations for bunker gear decontamination as well as the ground for the location being softer than what initial work has shown. Transferring the balance of the project would allow for easier administration of the project funding by consolidating with project 230022 Fire Rescue Expansion.

Table 1 below shows the funding summary and expected spending for phase 1 of the project.

Table 1: Funding approvals to date and estimated costs

Description	Report Number	Approval Date	\$ Amount *
FUNDING:			
Funding Release - Non-Routine 2024 Capital Budget Ref #250	COM2024-015	Mar 18, 2024	\$1,000,000
Funding Release - Non-Routine 2025 Capital Budget Ref #250	COM2025-029	Nov 17, 2025	\$3,080,000
Transfer - Storage Building Project 202027	COM2025-029	Nov 17, 2025	\$141,000
Total Funding			\$4,221,000
PROJECTED EXPENDITURES:			
Preliminary design, detailed design and subsidiary work			\$1,000,000
Construction for phase 1 work			\$3,221,000
Total Projected Expenditures			\$4,221,000
BALANCE:			\$0

*Note: non-recoverable portion of HST included

Appendix A - Fire Expansion Phases – Station Map

