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## **COUNCIL MEETING AGENDA**

Monday, November 24, 2025

Public Meeting: 2:00 PM

Mayor McCabe in the Chair

- 1. TERRITORIAL ACKNOWLEDGEMENT**
- 2. MOMENT OF REFLECTION**
- 3. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**
- 4. APPROVAL OF MINUTES**

That the previous meeting minutes be approved.

**a) [October 27, 2025 – Council Meeting](#)**

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**Recommendation:**

That the minutes of the Council meeting held on October 27, 2025 be approved as printed.

**5. CONSENT MOTION**

That consent motion item (a) be approved.

- a) Title:** **[Shared Micromobility Agreement Extension](#)**  
**Report No.:** IPPW2025-055  
**Prepared By:** Louise Finlay

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**Recommendation:**

1. That report IPPW2025-055 be approved.

2. That the Commissioner of Integrated Planning and Public Works or their designate be authorized to execute the amendment.
3. That Council directs the Commissioner of Integrated Planning and Public Works or their designate to sign any future agreements and amendments, subject to the satisfaction of the City Solicitor.

## 6. ITEMS REMOVED FROM THE CONSENT MOTION

## 7. STAFF REPORTS

- a) **Title:** [Delegation of Authority By-law](#) **Page 25**  
**Report No.:** CORP2025-039  
**Prepared By:** Geoff Daley

**Introductory Remarks:** Geoff Daley

**Recommendation:**

1. That Council approve report CORP2025-039.
2. That Council approve the passing of a new Delegation of Authority By-law (attached as Appendix A to report CORP2025-039) which repeals By-law Number 2017-082.

- b) **Title:** [Road Safety Countermeasures and Traffic Calming Implementation Plan 2025](#) **Page 71**  
**Report No.:** IPPW2025-049  
**Prepared By:** Ainsley Rego

**Introductory Remarks:** Bob Henderson

**Recommendation:**

1. That Council receives report IPPW2025-049 as information.

- c) **Title:** [Implementation Update: 10 Point U.S. Tariff Response Plan](#) **Page 93**  
**Report No.:** CORP2025-032  
**Prepared By:** Tracie Bell, Justin McFadden, Paul Hettinga, Francis Reyes

**Recommendation:**

1. That Council receive report CORP2025-032 for information.

## 8. CONSIDERATION OF NOTICE OF MOTION GIVEN AT PREVIOUS MEETING

**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 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 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.

**9. NOTICE OF MOTION**

None

**10. COMMUNICATIONS AND CORRESPONDENCE**

None

**11. UNFINISHED BUSINESS**

None

**12. QUESTIONS**

**13. NEW BUSINESS**

**14. 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 2025-080 and that the Mayor and Clerk be authorized to sign them accordingly.

- a) By-law to Delegate Authority to Execute Documents (CORP2025-039, Council November 24, 2025)
- b) By-law to Amend No.08-77, a By-law to Regulate Traffic and Parking on Highways under the Jurisdiction of the City of Waterloo (IPPW2025-049, Council November 24, 2025)
- c) By-law to confirm all actions and proceedings of Council, November 24, 2025

**15. ADJOURNMENT**



A meeting of the Council of The Corporation of the City of Waterloo was held on September 29, 2025 at 4:15 p.m. in the Council Chambers, 100 Regina Street South, Waterloo, Ontario and streamed live via YouTube.



## **COUNCIL MEETING MINUTES –**

**DRAFT**

Monday, October 27, 2025

Closed Meeting: 2:00 PM

Public Meeting: 4:15 PM

**PRESENT:** Mayor Dorothy McCabe, Councillor Sandra Hanmer, Councillor Royce Bodaly, Councillor Hans Roach, Councillor Diane Freeman, Councillor Mary Lou Roe, Councillor Julie Wright

**ABSENT:** Councillor Jen Vasic

Councillor Freeman 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 Roach, Seconded by Councillor Roe:

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

- a) 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); and
- b) acquisition/disposition of land (acquisition of land); and
- c) advice that is subject to solicitor-client privilege, including communications necessary for that purpose (acquisition of land); and

- d) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board (potential disposition of city owned-lands).

**Carried Unanimously**

Council meeting recessed: (Time: 2:00 p.m.)  
Council meeting reconvened: (Time: 4:15 p.m.)

**PRESENT:** Mayor Dorothy McCabe, Councillor Royce Bodaly, Councillor Hans Roach, Councillor Diane Freeman, Councillor Mary Lou Roe, Councillor Julie Wright

**ABSENT:** Councillor Sandra Hanmer, Councillor Jen Vasic

### **3. TERRITORIAL ACKNOWLEDGEMENT**

Councillor Freeman opened the meeting with the following Territorial Acknowledgement:

We would like to begin by acknowledging that the land on which we gather (land on which we are broadcasting from) today is the land traditionally cared for by the Haudenosaunee, Anishinaabe and Chonnontan People. We also acknowledge the enduring presence and deep traditional knowledge and philosophies of the Indigenous People with whom we share this land today.

### **4. MOMENT OF REFLECTION**

Councillor Freeman provided Council with a moment of reflection.

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

### **5. 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.

### **6. APPROVAL OF MINUTES**

That the previous meeting minutes be approved.

#### **a) September 22, 2025 – Council Meeting**

Moved by Councillor Wright, Seconded by Councillor Roach:



That the minutes of the Council meeting held on September 22, 2025 be approved as printed.

**Carried Unanimously**

**b) September 29, 2025 – Council Meeting**

Moved by Councillor Wright, Seconded by Councillor Roach:

That the minutes of the Council meeting held on September 29, 2025 be approved as printed.

**Carried Unanimously**

**7. CONSENT MOTION**

Staff Report CORP2025-034 Special Service/Area Levy Vote results – Upper Beechwood Home Association Inc. has been deferred until November 3, 2025.

Councillor Wright requested that item 7a) Drinking Water Management Review and Operational Plan Update be removed from the consent motion.

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

- a) Title: Water and Sanitary Financial Plans**  
Report No.: IPPW2025-046  
Prepared By: Dean Vieira and Natasha Glauser

Moved by Councillor Wright, Seconded by Councillor Bodaly:

1. That IPPW2025-046 be approved.
2. That Council directs staff to submit the City of Waterloo's Water Distribution System and Sanitary System Financial Plans as provided in Appendix A to the Ministry of Municipal Affairs and Housing in support of the City's drinking water license renewal by December 4, 2025.

**Carried Unanimously**

- b) Title: 2025 Surplus-Deficit Projection - August**  
Report No.: CORP2025-027  
Prepared By: Brad Witzel and Michael Pugliese

Moved by Councillor Wright, Seconded by Councillor Bodaly:

1. That Council approve report CORP2025-027.
2. That as part of report CORP2025-027 Council acknowledges the projected 2025 net tax base surplus of \$586,000.
3. That as part of report CORP2025-027 Council acknowledges the projected 2025 net Enterprise surplus of approximately \$628,000.
4. That Council directs staff to provide a final 2025 surplus-deficit allocation report by May 2026.

**Carried Unanimously**

## **8. ITEMS REMOVED FROM THE CONSENT MOTION**

- a)     **Title:**                 **Drinking Water Management Review  
and Operational Plan Update**  
Report No.:     IPPW2025-043  
Prepared By:   Lori McKenzie

Leigh McDermott responded to questions of Council.

Moved by Councillor Wright, Seconded by Mayor McCabe:

1. That Council receive IPPW2025-043 for information.

**Carried Unanimously**

## **9. STAFF REPORTS**

- a)     **Title:**                 **Release of Funding - Columbia Street  
Watermain Replacement – (King Street  
North to Old Post Road)**  
Report No.:     IPPW2025-060  
Prepared By:   Jakub Cyperling

Christopher Hodgson responded to questions of Council. Chris Dedman, Bob Henderson, Kyle Bossie and Jakub Cyperling also responded to questions of Council.

Moved by Councillor Roe, Seconded by Mayor McCabe:

1. That report IPPW2025-060 be approved.
2. That Council approve the release of 2025 non-routine capital funding in the amount of \$2,258,000 for the Columbia Street

Watermain (King Street North to Old Post Road) project 250020, as approved in the 2024-2026 Capital Budget (Ref: #670).

3. That Council approve the release of 2026 capital funding on January 1, 2026, in the amount of \$2,398,000 for the Columbia Street Watermain (King Street North to Old Post Road) project 250020, as approved in the 2024-2026 Capital Budget (Ref: #670).

**Carried Unanimously**

Council meeting recessed: (Time: 4:33 p.m.)

Council meeting reconvened: (Time: 6:30 p.m.)

**PRESENT:** Mayor Dorothy McCabe, Councillor Sandra Hanmer, Councillor Royce Bodaly, Councillor Diane Freeman, Councillor Mary Lou Roe, Councillor Julie Wright

**ABSENT:** Councillor Hans Roach, Councillor Jen Vasic

#### **10. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

Councillor Freeman declared a conflict with respect to item 12c) Official Plan Amendment 60 and Zoning By-law Amendment Z-24-18, 2744668 Ontario Inc., for 1 Dunbar Road North due to a conflict as it relates to place of employment.

#### **11. PUBLIC MEETINGS**

##### **Informal Public Meeting**

a)     **Title:**               **Official Plan Amendment No. 71 &  
Zoning By-law Amendment Z-25-22  
Black Door Development Company  
36 Westhill Drive**

Prepared by: Aminu Bello

Ward No.:       Ward No. 1 – Southwest Ward

Aminu Bello gave a presentation outlining the proposed development, including the site location, the current Official Plan and Zoning framework in place, the amendments being requested, and the site plan and landscape concepts. He then responded to questions of Council.

Kristen Barisdale, Vice President, Planning, GSP Group gave a presentation further detailing the proposed development, giving further context to the site and how the developer plans to use Canada Mortgage and Housing Corporation (CMHC) funding to provide affordable and/or attainable housing. She then responded to questions of Council. Noah Geist, BlackDoor Development Company also responded to questions of Council.

Nigel Henriques, Resident of Waterloo spoke about the traffic and parking issues, and drainage issues that will need to be taken into consideration for the development. Nigel Henriques also spoke about the submitted studies, and how they seem to be taken out of context of the two towers being developed in the area. Nigel Henriques responded to questions of Council. Aminu Bello also responded to questions of Council.

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

### **Formal Public Meeting**

**b) Title: Official Plan Amendment No. 53,  
Zone Change Application Z-24-04  
and Draft Plan of Subdivision 30T-23401,  
Activa Holdings Inc., 400 Millennium Blvd**  
Report No.: IPPW2025-061  
Prepared By: Rita Szilock  
Ward No.: Ward 4, Northeast

Rita Szilock gave a presentation outlining the proposed development, including the site context and adjacent lands, the conceptual plan, the projected stages of the subdivision development, the current planning framework for the subject site, and the amendments being requested. She then responded to questions of Council. Bob Henderson and Jenny Renaud also responded to questions of Council.

Trevor Hawkins, Partner, MHBC Planning gave a presentation further detailing the proposed development, answering questions Council had asked of staff and offering further context to the neighbourhood. He then responded to questions of Council.

Les Bergman, Resident of Waterloo spoke about the concerns of the residents living in the Grey Silo area, largely surrounding the traffic, parking and congestion in the area that would be made worse by the number of homes being proposed by the development. Les Bergman also spoke about the wildlife that would be lost if this development goes ahead. Rita Szilock and Jillian Fleming responded to questions of Council.

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

Moved by Councillor Bodaly, Seconded by Mayor McCabe:

1. That Council approve IPPW2025-061.
2. That Council approve Official Plan Amendment No. 53 (OPA 53), Activa Holdings Inc. for 400 Millennium Blvd, as set out in Section 8 of report IPPW2025-061.
3. That Council approve Zoning By-law Amendment Z-24-04, Activa Holdings Inc. for 400 Millennium Blvd, as set out in Section 8 of report IPPW2025-061.
4. That Council approve Draft Plan of Subdivision 30T-23401, Activa Holdings Inc., for 400 Millennium Blvd, as set out in Section 8 of report IPPW2025-061.
5. That Council delegate authority to the City's Director of Planning to make administrative and minor modifications to any Standard Condition of Subdivision Approval and/or Site Specific Condition of Subdivision Approval in relation to Draft Plan of Subdivision 30T-23401, and minor redline revisions to Draft Plan of Subdivision 30T-23401.
6. That Council delegate authority to the City's Director of Planning to determine if the conditions of draft approval are satisfied, and to approve final registration, in relation to Draft Plan of Subdivision 30T-23401.

**Carried Unanimously**

Councillor Freeman left the Chair. (Time: 8:27 p.m.)

Mayor McCabe in the Chair. (Time: 8:27 p.m.)

Having previously declared a pecuniary interest, Councillor Freeman left the meeting. (Time: 8:28 p.m.)

c)      **Title:**                      **Official Plan Amendment 60 and  
Zoning By-law Amendment Z-24-18,  
2744668 Ontario Inc., for 1 Dunbar Road North**  
Report No.:      IPPW2025-056  
Prepared By:      Aminu Bello  
Ward No.:        Ward 7 - Uptown

Aminu Bello gave a presentation outlining the proposed development, including the site context, the current and proposed planning framework, and the differences between the original concept and the proposal ahead of Council tonight. He then responded to questions of Council.

Trevor Hawkins, Partner, MHBC Planning gave a presentation further detailing the proposal, including the site context, the changes to the development over the last year, and the landscaping. He then responded to questions of Council.

Thom Bartleman, Resident of Waterloo spoke about the lack of updated shadow study on the EngageWR website, as well as the issues with the applicant's Urban Design Manual submission. Aminu Bello also responded to questions of Council.

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

Moved by Councillor Wright, Seconded by Councillor Bodaly:

1.      That Council approve report IPPW2025-056.
2.      That Council approve Official Plan Amendment No. 60 (OPA 60), 2744668 Ontario Inc., for the lands municipally known as 1 Dunbar Road North in accordance with Section 7 of IPPW2025-056.
3.      That Council approve Zoning By-law Amendment Z-24-18, 2744668 Ontario Inc., for the lands municipally known as 1 Dunbar Road North in accordance with Section 7 of IPPW2025-056.

**Carried Unanimously**

Councillor Freeman having previously declared a pecuniary interest was absent for the taking of the vote.

## **12. NEW BUSINESS**

Councillor Hanmer gave a shoutout to the Hockey Helps the Homeless group who held their annual tournament at RIM Park on Friday, October 24. They raised over \$350,000 for six local charities who serve the homeless population. It was a tremendous effort, and she offered her thanks to everyone.

Councillor Bodaly highlighted that the Vista Hills community rented the Forbes Hall at RIM Park for Diwali. There were 100 people or more celebrating Diwali just from that one community and he said that it's always wonderful to see so many people come out and celebrate their culture. Happy Diwali.

Mayor McCabe mentioned that her, Councillor Wright and Councillor Roe attended the Spectrum Dance Party in the Waterloo Public Square with One Big Gay Disco today at about 5:30 p.m. It was a wonderful celebration and she offered congratulations to Spectrum for pulling it off so quickly. She finished with saying that hate has no place in the Waterloo Region, and that Council supports and stands behind the 2SLGBTQIA+ community.

Mayor McCabe highlighted that Game 4 of the Major League Baseball World Series would be broadcast tomorrow, October 28, in the Waterloo Public Square in partnership with the City's Economic Development team and the Uptown BIA.

## **13. ENACTMENT OF BY-LAWS**

Moved by Councillor Bodaly, Seconded by Councillor Roe:

That the By-laws listed below be read a first, second and third time and finally passed, numbered sequentially commencing with By-law Number 2025-063 and that the Mayor and Clerk be authorized to sign them accordingly.

- |    |                 |  |
|----|-----------------|--|
| a) | By-law 2025-063 | By-Law to amend the City of Waterloo Official Plan for 177-179 Albert Street, 14688210 Canada Inc., IPPW2025-025 (Official Plan Amendment Application OPA No. 52, IPPW2025-025, Council September 8, 2025, 14688210 Canada Inc.)     |
| b) | By-law 2025-064 | By-law to amend By-law No. 2018-050, being a Zoning By-law Controlling Land Use within the City of Waterloo, 177-179 Albert Street. (Zone Change Application Z-24-03, IPPW2025-025, Council September 8, 2025, 14688210 Canada Inc.) |

- c) By-law 2025-065 By-law to Provide for the Appointment of Presiding Officers for Regularly Scheduled Meetings of Council between January 1<sup>st</sup> and December 31<sup>st</sup>, 2026 (CORP2025-035, Council October 6, 2025)
- d) By-law 2025-066 By-law to Amend the City of Waterloo Official Plan, 1 Dunbar Road North, 1000686403 Ontario Ltd. (IPPW2025-056, Council October 27, 2025)
- e) By-law 2025-067 By-law to Amend By-law No. 2018-050, being a Zoning By-law Controlling Land Use Development within the City of Waterloo, 1 Dunbar Road North (IPPW2025-056, Council October 27, 2025)
- f) By-law 2025-068 A By-law to Dedicate Certain Lands being part of 1 Foot Reserve C on Registered Plan 1405, Designated as Part 1 on Plan 58R-22314, City of Waterloo, as Public Highway Known as Colby Drive
- g) By-law 2025-069 By-law to confirm all actions and proceedings of Council, October 27, 2025

**Carried Unanimously**

#### **14. ADJOURNMENT**

Moved by Councillor Roe, Seconded by Councillor Hanmer:

That the meeting adjourn.

(Time: 9:06 p.m.)

**Carried Unanimously**

**READ AND APPROVED, November 24, 2025**

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
City Clerk





**STAFF REPORT**  
**Transportation Services**

Title: Shared Micromobility Agreement Extension  
Report Number: IPPW2025-055  
Author: Louise Finlay  
Council Date: November 24, 2025  
File:  
Attachments: Appendix A: Amending Agreement  
Ward No.: City Wide

**Recommendations:**

1. That report IPPW2025-055 be approved.
2. That the Commissioner of Integrated Planning and Public Works or their designate be authorized to execute the amendment.
3. That Council directs the Commissioner of Integrated Planning and Public Works or their designate to sign any future agreements and amendments, subject to the satisfaction of the City Solicitor.

**A. Executive Summary**

In 2020, the Province of Ontario initiated an electric kick-scooter pilot, allowing municipalities to choose how and where e-scooters could be used. In 2022, Council approved the 'Shared Micromobility Implementation Plan' for establishing commercial bike share and e-scooter shared operations. Neuron Mobility Canada Limited (Neuron) was selected as the Region's shared micromobility provider to legally operate the program on regional and local municipal lands. A license agreement was established with Neuron between the Region and area municipalities.

The Province of Ontario has extended the electric kick-scooter pilot program, which was initially set to end in 2024. This has now been extended to November 27, 2029. As a result of this extension, the Region of Waterloo and participating area municipalities (Cities of Waterloo, Kitchener and Cambridge) are amending the license agreement with Neuron to extend the term for the time period of April 1<sup>st</sup> – October 31<sup>st</sup>, for 2026, 2027, 2028 and 2029 if all parties agree in writing by December 31<sup>st</sup>, 2025, December 31<sup>st</sup>, 2026, December 31<sup>st</sup>, 2027 and December 31<sup>st</sup> 2028.

### **B. Financial Implications**

The recommendation has no impact on the City's Capital Budget. The Region of Waterloo will continue to administer the program, which is expected to continue to be revenue neutral.

Provincial Minimum Maintenance Standards (MMS) do not consider micromobility devices at this time. As such, there are no direct impacts on City operating budgets as a result, however any future changes to legislation may require reassessment of potential impacts.

### **C. Technology Implications**

There are no technical implications for the City of Waterloo by approving 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-centered; Operational Excellence)

Environmental Sustainability and Climate Action:

The shared micromobility program provides options to help facilitate a modal shift by supporting the continuation of low energy micromobility options and a program that integrates active transportation with the Region of Waterloo's LRT and GRT network.

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

PWS2012-057 – Approval Process for Bike Share Programs in Waterloo

PWS2012-073 – Update on Bike Share programs in Waterloo

IPPW2013-065 – Bike Share Agreement

IPPW2018-028 – Bike Share Pilot Project

CAO2018-025 – 2018 – 2019 Electric Scooter Pilot Project

IPPW2022-023 – Micromobility Implementation Plan and Traffic Parking By-Update



#### **Shared Micromobility Agreement Extension IPPW2025-055**

##### **1.0 Background:**

The Province of Ontario extended the electric kick-scooter pilot program, which was set to end in 2024. This has now been extended by four (4) years to November 27, 2029, to allow for the continued collection and analysis of data, providing a more robust understanding of the program's outcomes and helping to inform future policy direction. As a result of this extension, the Region of Waterloo and the cities of Waterloo, Kitchener and Cambridge are amending the license agreement with Neuron Mobility Canada Limited (Neuron) to extend the term for the time period of April 1<sup>st</sup> – October 31<sup>st</sup>, for 2026, 2027, 2028 and 2029, on the premise that all parties agree in writing by December 31<sup>st</sup>, 2025, December 31<sup>st</sup>, 2026, December 31<sup>st</sup>, 2027, and December 31<sup>st</sup>, 2028. Please refer to the Amending Agreement attached as 'Appendix A'.

The Region of Waterloo and participating area municipalities have collaborated with Neuron to bring a shared micromobility program to the Region. Since the launch of the program in Spring 2023:

- 465,417 rides have occurred within the Region, with 384,733 rides (approx. 83%) occurring within the City of Waterloo.
- Approximately 30,000 kg CO2 emissions savings.
- Expanded the ride zone to connect from the northwest end of Waterloo to Cambridge.
- Introduced adaptive vehicles to meet a range of needs for individuals living with accessibility challenges.
- Introduced Neuron specific parking corrals with decals and parking mats to help identify parking locations for users of the program.
- Coordination with the Uptown BIA to fine-tune parking and safety considerations

##### **2.0 Benefits of extending the shared micromobility program:**

There are many benefits to extending and maintaining the shared micromobility program in Waterloo, including:

- Supporting transit integration through first and last mile trips.
- Providing people with travel options while reducing and replacing the reliance on single occupancy vehicle trips.
- Providing affordable short duration transportation trips.
- Enabling users with short-term access to transportation on an as-needed basis, rather than requiring ownership.
- Aligning with corporate objectives for sustainable transportation planning and a connected community through providing mobility choice.

### 3.0 Conclusion and Recommendation

The Province of Ontario has extended the electric kick-scooter program until 2029. As a result, the Region of Waterloo and area municipal staff recommend extending the license agreement with Neuron to operate for a further 4 years.

The City's Legal team has reviewed the staff report and license agreement with Neuron and continues to support the existing terms and conditions of the agreement. The legal team has no concerns with extending the contract until October 31, 2029.

Provincial Minimum Maintenance Standards (MMS) do not consider micromobility devices at this time. As such, there are no direct impacts on City operating budgets as a result, however any future changes to legislation may require reassessment of potential impacts.

Staff recommend that the Mayor and Council authorize the Commissioner of Integrated Planning and Public Works, or their designate, to sign any future agreements and amendments, subject to the satisfaction of the City Solicitor. If approved, this would streamline any future amendments to the agreement. Staff will continue to update Council on the outcomes of the shared micromobility program.

Appendix A  
**Amending Agreement**

**THIS AMENDING AGREEMENT** made the \_\_\_\_ day of \_\_\_\_\_, 2025.

**BETWEEN:**

**The Regional Municipality of Waterloo,  
The Corporation of the City of Cambridge,  
The Corporation of the City of Kitchener and  
The Corporation of the City of Waterloo**

Hereinafter collectively called the  
"Licensor"

OF THE FIRST PART

- and -

**Neuron Mobility (Canada) Limited**

Hereinafter called the "Licensee"

OF THE SECOND PART

- A. WHEREAS** the parties entered into a Licence Agreement, dated the 5<sup>th</sup> day of April, 2023, for the purpose of the Licensee offering of a shared micromobility service on the Licensor's property (the "Agreement");
- B. AND WHEREAS** the original term of the Agreement was April 1, 2023 to October 31, 2023;
- C. AND WHEREAS** the parties extended the said term pursuant to the Agreement for April 1, 2024 to October 31, 2024 and April 1, 2025 to October 31, 2025;
- D. AND WHEREAS** the parties are desirous of amending the Agreement as set out herein to allow further options to extend the term (the "Amending Agreement");
- E. AND WHEREAS** all capitalized terms herein shall have the meanings ascribed thereto in the Agreement unless defined herein.

**NOW THEREFORE THIS AGREEMENT WITNESSETH** that in consideration of the mutual covenants and agreements herein and the payment of two dollars (\$2) from one party to the other (the receipt and sufficiency of which consideration is acknowledged and agreed by both parties) and subject to the terms and conditions set out in this Amending Agreement, the parties agree as follows:

1. The parties acknowledge and agree that the above recitals are true and correct and form an integral part of this Amending Agreement.

## 6 Integrated Planning & Public Works

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2. Notwithstanding the date of execution hereof, this Amending Agreement shall be effective as of April 5, 2025.
3. Paragraph 6 of the Agreement shall be deleted and replaced with the following:

“The parties shall have an option to extend the Term for the time period of April 1st to October 31st for 2024 and 2025 if all parties agree in writing by December 31, 2023 and December 31, 2024, as applicable, and where ground and weather conditions are appropriate for such services. The parties shall have a further option to extend the Term for the time period of April 1st to October 31st for 2026, 2027, 2028 and 2029 if all parties agree in writing by December 31, 2025, December 31, 2026, December 31, 2027, and December 31, 2028, as applicable (all extensions in this paragraph to be referred to as the “Additional Term”, as applicable) and where ground and weather conditions are appropriate for such services.”
4. All other provisions of the Agreement remain unaffected and in full force and effect.
5. This Amending Agreement and the Agreement together constitute the entire agreement between the parties.
6. This Amending Agreement may be executed in counterpart in writing or by electronic signature and delivered by mail, facsimile or other electronic means, including in Portable Document Format (PDF), no one copy of which need be executed by all of the parties, and all such counterparts together shall constitute one agreement and shall be a valid and binding agreement among the parties hereto as of the date first above written.

**IN WITNESS WHEREOF** the parties hereto have caused to be executed those presents by their officers properly authorized in that behalf on the day and year first above written.

SIGNATURE PAGES FOLLOW

**SIGNED, SEALED & DELIVERED**

In the presence of

**The Regional Municipality of Waterloo**

Per: \_\_\_\_\_

Name:

Title:

Per: \_\_\_\_\_

Name:

Title:

I/We Have the Authority to Bind the  
Corporation

**The Corporation of the City of Cambridge**

Per: \_\_\_\_\_

Name:

Title:

Per: \_\_\_\_\_

Name:

Title:

I/We Have the Authority to Bind the  
Corporation

## 8 Integrated Planning & Public Works

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### The Corporation of the City of Kitchener

Per: \_\_\_\_\_

Name:

Title:

Per: \_\_\_\_\_

Name:

Title:

I/We Have the Authority to Bind the  
Corporation

### The Corporation of the City of Waterloo

Per: \_\_\_\_\_

Name:

Title:

Per: \_\_\_\_\_

Name:

Title:

I/We Have the Authority to Bind the  
Corporation

### Neuron Mobility (Canada) Limited

Per: \_\_\_\_\_

Name:

Title:

Per: \_\_\_\_\_

Name:

Title:

I/We Have the Authority to Bind the  
Corporation





**STAFF REPORT**  
**Legal Services**

Title: Delegation of Authority By-law  
Report Number: CORP2025-039  
Author: Geoff Daley, Assistant City Solicitor  
Council Date: November 24, 2025  
File: N/A  
Attachments: Appendix A: Delegation of Authority By-law  
Ward No.: City Wide

**Recommendations:**

1. That Council approve report CORP2025-039.
2. That Council approve the passing of a new Delegation of Authority By-law (attached as Appendix A to report CORP2025-039) which repeals By-law Number 2017-082.

**A. Executive Summary**

Sections 9, 11, 23.1 and 270 of the *Municipal Act*, 2001, S.O. 2001, c. 25 require every Municipality to develop and implement policies regarding the delegation of Council's power and authority.

At present, By-law 2017-082, as amended, is the primary By-law which establishes how, and to what extent Council has delegated authority to City staff to execute various types of documents which staff regularly interact with.

As a matter of good practice, City staff regularly review the Delegation of Authority By-law and make recommendations to Council regarding the structure and organization of the By-law as well as the substantive content of the By-law. Staff will make recommendations to council designed to improve the efficiency of the City's administrative processes and will make requests for delegated authority designed to facilitate the effective administration of various City programs.

The Delegation of Authority By-law was last subject to a comprehensive review in 2017. At that time, By-law 2017-082 was implemented. While the Delegation of Authority By-law has been amended several times since then, various changes in the City's

organizational structure, legislative changes as well as changes to the City's programs and offerings have necessitated this comprehensive review. This review and recommended additions, deletions and modifications are designed to ensure that the By-law properly delegates authority to staff, delegates authority necessary for staff to effectively deliver the City's various programs and offerings, makes interpreting and applying the By-law easier and avoids inconsistency between the Delegation of Authority By-law and other City policies and By-laws.

The recommended amendments can be grouped into four (4) general categories, each of which will be discussed in greater detail below:

1. Staff have made three (3) new requests for delegated authority.
2. Schedules have been re-organized so that delegated authority is grouped by class of document rather than by Department.
3. Definitions have been updated and where possible, authority has been delegated to the Director, Commissioner etc. "with responsibility over the subject matter" of the document or agreement.
4. Where the Delegation of Authority By-law contains authority which is also contained in other policies and By-laws, that authority has been removed from the Delegation of Authority By-law.

#### **B. Financial Implications**

None.

#### **C. Technology Implications**

None.

#### **D. Link to Strategic Plan**

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

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

Operational Excellence - Through a commitment to operational excellence, the City of Waterloo creates and reinforces an internal and external culture that is founded on responsiveness and is customer centric. Embedded in this principle are service standards, performance measurements and a commitment to continuous improvement.

**E. Previous Reports on this Topic**

CORP2015-109

CAO2017-032

CAO2024-016

IPPW2025-044



## **Delegation of Authority By-law CORP2025-039**

### **Background**

By-law “2017-082 BY-LAW TO DELEGATE AUTHORITY TO EXECUTE DOCUMENTS” currently sets out how and to what extent Council has delegated its authority to staff to make certain administrative decisions and to sign various documents which staff regularly interact with in the course of the regular duties.

The intent of the Delegation of Authority By-law is to delegate authority to staff which facilitates the efficient operation of the City’s administration and the effective delivery of programs which the City offers.

The Delegation of Authority By-law was last reviewed in a comprehensive manner in 2017. Since that time there have been various organizational, administrative and legislative changes which should be reflected in the Delegation of Authority By-law.

While there have been several amendments since 2017, the amendments have not taken a wholistic view of the City’s administration and the programs/services which the City provides.

As a result of this most recent review, City staff are recommending that the existing By-law be repealed and that it be replaced with the By-law attached to this report as Appendix A. The proposed changes to the By-law are designed to make the By-law easier to interpret, update the By-law to ensure consistency between the Delegation of Authority By-law and other City By-laws and policies, amend the language to allow appropriate staff to exercise the authority already granted, and request additional delegated authority which staff view as necessary to effectively and efficiently operate the City’s administration.

To achieve the purpose of this review, the By-law has been modified in the following ways all of which will be discussed in greater detail below:

1. Staff have made three (3) new requests for delegated authority.
2. Schedules have been re-organized so that delegated authority is grouped by class of document rather than by Department.

3. Definitions have been updated and where possible, authority has been delegated to the Director, Commissioner etc. “with responsibility over the subject matter” of the document or agreement rather than to a particular job title.
4. Where the Delegation of Authority By-law contains authority which is also contained in other policies and By-laws, that authority has been removed from the Delegation of Authority By-law.

### **Section #1 – New Requests for Delegated Authority**

The primary objective of this review was to amend the structure of the Delegation of authority By-law to make the By-law more user friendly and easier to interpret and apply.

However, as part of the review process, staff identified a limited number of documents which staff are requesting delegated authority to sign. The documents identified below have been identified by staff as ones in which delegated authority to sign these documents will facilitate or improve the efficient operation and delivery of City programs and services.

The requests for new delegated authority are set out below with a brief explanation regarding why staff are requesting the new authority. The requested authority can also be found in Appendix A at Schedule B – line 1, Schedule E – Line 7/8 and Schedule F – line 1.

#### **Schedule B – line 1**

Agreements required to enforce terms and conditions of grants administered or awarded by the City.	CAO	<p>Agreements must be compliant with any related City Policy or agreement with the Provincial or Federal Government related to the award of grant funding.</p> <p>Form of agreement or document to be approved by the City Solicitor.</p>
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The new authority in schedule B1 is necessary to facilitate the recently approved Multi-Unit Residential Acquisition (MURA) Program which is related to Housing Accelerator Fund (HAF) funding. In section 5 of report IPPW2025-048 staff identified the need for this authority and Council was informed that a future request for delegation of authority would come forward as part of this review. This new authority in particular is necessary to allow staff to properly administer

the MURA grant program and ensure that grant funding is used in a manner that is consistent with the terms, conditions and objectives of that program.

Schedule E – line 7/8

Agreements or documents required to implement minor modifications to any condition of subdivision approval or minor revision to an approved draft plan of subdivision	Director of Planning	Council must have already approved conditions of subdivision approval or draft plan of subdivision.  No financial impact on the City
Agreements or documents required to clear conditions of draft approval and approve final registration	Director of Planning	Council must have already approved conditions of subdivision approval or draft plan of subdivision.  No financial impact on the City

This new authority in Schedule E – line 7/8 is intended to accelerate the planning approval process. Staff are requesting this new authority so that minor revisions to already approved development control documents can be signed at a staff level and technical conditions can be cleared. This will permit staff to advance development applications through the approval process more rapidly and will allow planning staff to focus more of their time on substantive review of planning and development applications.

Schedule F – line 1

License and Leases of City-owned Property	City Solicitor or Commissioner with responsibility over the subject matter	Term of agreement (including potential renewal term) is for 3 years or less or on a month to month basis.  Approval from CAO  The annual value of the lease must be less than \$150,000.00  Form of agreement to be approved by City Solicitor.
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This new authority is being requested to allow staff to enter into relatively low cost and short-term license and lease agreements. The requested authority is consistent with the CAO's financial signing authority and will permit staff to quickly respond to the needs of prospective Licensee's/Leasees without going through an administratively cumbersome process to effect relatively short term and low-cost leases and licenses. Staff already have authority to enter into lease and license agreements with a term of one year or less, or on a month-to-month basis. The requested authority will prescribe a definitive monetary cap and slightly expand the scope of the lease or license term which staff can approve without Council's express approval.

In each case, staff feel that the requested authority will be beneficial for the City and will allow staff to effectively administer the services and programs that the City offers.

### **Section 2 – Re-organized Schedules**

In its current form, all the delegated authority is set out under various divisions. For example, delegated authority is set out in Schedules that are titled "Planning, Engineering, Legal Services, Office of the CAO, etc."

The structure of the By-law was causing some confusion as to the extent of staff's delegated authority to sign a particular document if that document was not listed under their division's schedule.

To alleviate that concern, the schedules have been re-organized and authority is now grouped by class of document, rather than by division. This re-grouping represents the most significant change coming out of this review. The new By-law attached as Appendix A has re-titled the schedules in such a way that staff should no longer have any uncertainty regarding the scope of their authority to sign the documents identified in this By-law. As an example of the proposed change, schedules B and C are now titled "Grants, Funding Agreements, Cost Recovery" and "Acquisitions, Dispositions, Registrations, Expropriations, Easements and Encroachments" respectively.

The manner in which the schedules are now designed has not resulted in any new authority being granted to staff. Rather, only existing authority that pre-existed this review has been re-allocated to an appropriate schedule based on document type.

This change will also make the By-law more resilient to changes in the City's administration and organizational structure. In future, if the City's administration is re-organized, divisions/departments are re-named or divisions/departments/commissions are re-structured the Delegation of Authority By-law should not require updating to reflect the City's revised organizational structural.

### **Section 3 – Technical Amendments and Grants of Authority**

Related to section 2, staff are recommending changes to the way signing authority is delegated.

Currently, authority to sign a particular document is delegated to job titles. For example, signing authority may be delegated to the “Director of Planning” or the “Director of Engineering” or the “Director of Fleet and Procurement”.

Where possible, staff are recommending that the appropriate signing authority be identified as the Director or Commissioner **“with responsibility over of the subject matter”** of the document or agreement. This change is intended to ensure that there is no confusion amongst staff in the future if job titles change or the organizational structure of the City changes. By identifying the appropriate signing authority as the Director or Commissioner with responsibility over the subject matter of the document or agreement, the Delegation of Authority By-law will be more resilient to organizational/ structural change and will require fewer revisions in the future to remain current.

This change has not been implemented universally, particularly where job titles prescribed by legislation such as the *Municipal Act* or the *Building Code Act* exist. Authority typically exercised by statutorily prescribed staff positions remain identified as the appropriate signing authority.

As part of this review, definitions have also been revised to reflect the current state. In all cases, the revised definitions are meant to reflect the current names of Provincial or Federal Government Departments or to reflect the current state of the City’s administration.

#### **Section 4 - Removing Existing Authority**

During this review several instances were identified where authority to execute documents was duplicated in both the Delegation of Authority By-law and another City Policy or By-law.

To reduce the size of the Delegation of Authority By-law, reduce confusion regarding which By-law or Policy governed, and to prevent inconsistency between the Delegation of Authority By-law and other City By-laws and Policies, certain authority has been identified as appropriate for deletion.

In particular, the following key changes are proposed.

1. Completely removing the “Grants” schedule because this is fully reproduced in the Grants Policy FC-004.
2. Completely removing authority to sign “investment” documents because this authority is reproduced in the Investments Policy.



3. Removing some general authority for the CAO to sign agreements up to \$150,000 because that authority already exists in By-law 2021-065.
4. Removing authority to sign “demolition control permits for residential properties” because that authority already exists in By-law 2013-014.

Making the suggested amendments will not impact staff’s ability to execute these documents because the authority is already granted elsewhere. Making the recommended changes will prevent inconsistencies between the Delegation of Authority By-law and other City Policies and By-laws and should reduce any confusion or uncertainty based on the potential for inconsistencies.

The recommended change will also ensure that if amendments to those Policies/By-laws are recommended, only one Policy/By-law will need to be amended to effect the change.

### **Section 5 - Further Amendments**

As a result of this review, staff identified several classes of documents/agreements which could be added to the Delegation of Authority By-law in future to improve the efficiency and functioning of the City’s administration.

Because the primary purpose of this review was to re-organize the Delegation of authority By-law, modernize the By-law and generally make the By-law easier to use and interpret, staff have only included a limited number of requests for new delegated authority. Staff do anticipate advancing further requests for delegated authority in 2026 to address some of the opportunities which staff identified as part of this review.

One such further amendment in particular addresses what was formerly Schedule H and what is now included in Schedule A to the By-law attached as Appendix A.

That schedule is a schedule that prescribes which staff can make financial commitments as per the Purchasing By-law and which staff can sign agreements of a particular value.

Through the review process, the opportunity to remove the majority of this schedule and prescribe those financial controls in a new Financial Policy was discussed and staff plan to present such a policy for consideration by CMT and Audit Committee in 2026, and ultimately Council.

In the interim, and to ensure no authority is lost, what constitutes Schedule H in the current By-law is re-stated, with some revisions, as part of Schedule A in the revised schedules. At a time when staff are able to prepare a Financial Policy to address general signing authority and commitment approvals a corresponding amendment to the Delegation of Authority By-law will be prepared to ensure that authority is not lost, but is rather relocated to a more appropriate location.



## APPENDIX A

# THE CORPORATION OF THE CITY OF WATERLOO

## BY-LAW NO. 2025 – XXX

### BY-LAW TO DELEGATE AUTHORITY TO EXECUTE DOCUMENTS

**WHEREAS** section 23.1 of the Municipal Act, 2001, S.O. 2001, c. 25, without limiting sections 9, 10 and 11, authorizes a municipality to delegate its powers and duties, subject to certain restrictions;

**AND WHEREAS** section 270 of the Municipal Act, 2001, S.O. 2001, c. 25, requires a municipality to adopt and maintain policies with respect to the delegation of its powers and duties;

**AND WHEREAS** the Council of the Corporation of the City of Waterloo has previously delegated various authority to officers and employees of the Corporation by way of By-Law and wishes to amend said delegated authority

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

1. The documents described in the Schedules to this By-law are hereby authorized and the authority to approve and to execute such documents is hereby delegated to the municipal staff persons identified in respect of each document in the Schedules without the necessity of obtaining Council approval for the execution of such documents. Any documents executed in accordance with this By-law and its Schedules shall be binding upon the Corporation to the same extent as if the documents had been individually approved by Council and executed on behalf of the Corporation.
2. Unless an authority has been expressly delegated in this By-law, all powers, duties and functions of Council remain with Council.
3. Where any document has been executed in compliance with this By-law, the City Clerk may affix the seal of the Corporation to such document.

4. The authority delegated to staff to execute any document pursuant to this By-law is subject to any terms, conditions, pre-requisites, or other requirements expressed in the Schedules which pertain to each such document, and documents shall only be executed by the municipal staff if:

- a. The staff person executing the document is the staff person identified in the applicable Schedule as the person or a member of the class of persons authorized to execute the documents; and,
- b. Any terms, conditions, pre-requisites or other requirements expressed in the Schedules which pertain to the document have been fully and completely satisfied prior to execution.

5. Any authority granted to a particular title may continue to be exercised by staff in that position if a job title set out in the Schedules is changed or modified, but the nature of the position remains unchanged.

6. The CAO may exercise any authority granted to city staff in this By-law, subject to any limitations imposed by statute, regulation or by any other City By-law. Where more than one person is required to sign a document the CAO may only act for one of them.

7. The Clerk may exercise any authority granted to a Commissioner, Director, Manager or other employee in this By-law, subject to any limitations imposed by statute, regulation or by any other City By-law. Where more than one person is required to sign a document the Clerk may only act for one of them.

8. Except as otherwise set out in this By-law, the execution of agreements or other documents renewing, extending or amending agreements or documents executed pursuant to this By-law is authorized pursuant to the same provision of this By-law, including the terms, conditions, pre-requisites or other requirements, under which execution of the original agreement or document was authorized.

9. Any delegated authority in this By-law can be further delegated by the delegate identified in the By-law to another staff member in writing.

10. Any financial commitment (including the value of all cumulative contract changes and/or renewal options) must be exercised within the limits of the approved budget or otherwise in compliance with Financial Policy.

11. (a) Unless otherwise stated in this By-law, where the term “financial commitment” is used in this By-law it includes the value of both monetary and in-kind services provided.

(b) Unless otherwise stated in this By-law or unless stated to be “per fiscal year”, “financial commitment” when referred to in this By-law is calculated based on the sum of all financial commitments throughout the term of the Agreement and any renewals or extensions.

(c) “Financial commitment” does not include the value of any costs or expenses that are recoverable as part of the Agreement to be executed.

12. For purposes of this By-law, the following terms shall have the meanings set out below:

- a) “Affiliation Policy” – means the Community, Culture and Recreation Services Affiliation Policy of the City, approved December 13, 2010, as amended from time to time, or any successor thereof;
- b) “City” or “Corporation” – means the Corporation of the City of Waterloo;
- c) “CAO” – means the Chief Administrative Officer of the City;
- d) “Designate” – means person as designated in writing by the person normally occupying a particular position, or designated by way of applicable By-law;
- e) “Director” – means person holding the title of Director, Senior Director or Deputy Commissioner and also includes the Chief of Fire Rescue Services;
- f) “Commissioner” – means person holding the title of Commissioner;
- g) “Fees & Charges By-law” – means the Fees & Charges By-law (By-law No. 2024-095) of the City, as amended from time to time, or any successor thereof;
- h) “Facility Rental Discount Policy” – means Policy M-001, Facility Rental Discount Policy, of the City, as amended from time to time, or any successor thereof;
- i) “Financial Policy” – means Policy FC-002, Financial Requests Outside of the Budget Process, of the City, as amended from time to time, or any successor thereof;

- j) "Generation Park Waterloo" means the Industrial Park formerly referred to as the West Side Employment lands, and outlined by Registered Plan 58M704 municipally known as 928, 960, 980 Erb Street West, 975 Columbia Street West and 100 The Wilmot Line;
- k) "Grant Policy" – means Policy FC-004, Grant Policy, of the City, as amended from time to time, or any successor thereof;
- l) "Museum" – means City of Waterloo Museum as defined by the City Museum By-law No. 2016-002, as amended from time to time, or any successor thereof;
- m) "Museum By-law" – means the By-law to Facilitate Ownership, Operation and Management of the City of Waterloo Museum (By-law No. 2016-002) of the City, as amended from time to time, or any successor thereof;
- n) "Purchasing By-law" – means the Purchasing By-law (By-law No. 2019-026) of the City, as amended from time to time, or any successor thereof;
- o) "Sponsorship and Advertising Policy" – means Policy A-016, Sponsorship and Advertising Policy, of the City, as amended from time to time, or any successor thereof;
- p) "Sustainability Standards" means the standards that were approved by Council pursuant to Report CAO2022-008 and to which compliance is required for any future development within Generation Park Waterloo.
- q) "Treasurer" – means the City Treasurer/Senior Director of Revenue and Accounting of the City;

13. An original copy of any document executed pursuant to this By-law shall be forthwith deposited with the City Clerk for safekeeping immediately following its execution if such document is identified in this By-law as a document which must be deposited with Clerks. Documents to be deposited with the City are Clerk are identified in the Schedules with an asterisk (\*).

14. Nothing in this By-law shall be interpreted to invalidate any document executed by any City Official where such execution was performed in accordance with any other By-law, Rule of Law, or applicable statutory authority.

15. Where any document is required or authorized to be executed by the Mayor and City Clerk pursuant to this By-law, the arrangements for executing the document shall be

managed through the Office of the City Clerk. Persons requesting the execution of documents by the Mayor and City Clerk shall provide such evidence, in the format prescribed from time to time by the City Clerk, demonstrating compliance with any terms, conditions, pre-requisites or other requirements expressed in the Schedules.

16. By-law 2017-082 is hereby repealed.

17. This by-law shall come into force and effect on the date of its final passing.

**Enacted** this \_\_\_\_\_ day of \_\_\_\_\_, 2025.

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**D. McCabe, Mayor**

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**J. Finley-Swaren, City Clerk**

<b>Schedule A – Approval and Signing Thresholds (All Documents)</b>		
<b>Type of Document/Purchasing Thresholds</b>	<b>Staff Position Authorized to Execute Document</b>	<b>Terms, Conditions, Pre-Requisites or Other Conditions which must be Satisfied Prior to Execution</b>
\$0 – \$25,000	Manager of Department making the purchase	<p>Commitment Approval from Manager of department making the purchase or Supervisor where relevant department does not have a Manager.</p> <p>Procurement according to Purchasing By-law.</p>
\$25,001 - \$100,000	Director of department making the purchase.	<p>Commitment Approval from Director of department making the purchase.</p> <p>Value of procurement within budget, compliant with Financial Policy or otherwise approved by City Council.</p> <p>Procurement according to Purchasing By-law.</p>
\$100,001 - \$150,000	CAO or Commissioner of department making the purchase	<p>Commitment Approval from Commissioner of department making the purchase and Director, Financial Planning.</p> <p>Procurement according to Purchasing By-law.</p>

		<p>Value of procurement within budget, compliant with Financial Policy or otherwise approved by City Council.</p> <p>Signed copy of agreement to be deposited with Clerks.</p> <p>Form of all agreements to be approved by City Solicitor.</p>
\$150,001 - \$200,000	Mayor and Clerk	<p>Commitment Approval from Commissioner of department making the purchase and Director, Financial Planning.</p> <p>Procurement according to Purchasing By-law.</p> <p>Value of procurement within budget, compliant with Financial Policy or otherwise approved by City Council.</p> <p>Signed copy of agreement to be deposited with Clerks.</p> <p>Form of all agreements to be approved by City Solicitor.</p>
Construction Services between \$200,000 - \$999,999	Mayor and Clerk	<p>Commitment Approval from CAO and Director Financial Planning.</p> <p>Procurement according to Purchasing By-law.</p>



		<p>Value of procurement within budget, compliant with Financial Policy or otherwise approved by City Council.</p> <p>Signed copy of agreement to be deposited with Clerks.</p> <p>Form of all agreements to be approved by City Solicitor.</p>
\$200,001 - \$600,000	Mayor and Clerk	<p>Commitment Approval from CAO and Director Financial Planning.</p> <p>Procurement according to Purchasing By-law.</p> <p>Value of procurement within budget, compliant with Financial Policy or otherwise approved by City Council.</p> <p>Signed copy of agreement to be deposited with Clerks.</p> <p>Form of all agreements to be approved by City Solicitor.</p>
\$600,001 - \$999,999	Mayor and Clerk	<p>Commitment Approval from Council or Mayor and CAO jointly during July and august annually.</p> <p>Procurement according to Purchasing By-law.</p>

		<p>Value of procurement within budget, compliant with Financial Policy or otherwise approved by City Council.</p> <p>Signed copy of agreement to be deposited with Clerks.</p> <p>Form of all agreements to be approved by City Solicitor.</p>
\$1,000,000 or more including Construction Services	Mayor and Clerk	<p>Commitment Approval from Council or Mayor and CAO jointly during July and august annually.</p> <p>Procurement according to Purchasing By-law.</p> <p>Value of procurement within budget, compliant with Financial Policy or otherwise approved by City Council.</p> <p>Signed copy of agreement to be deposited with Clerks.</p> <p>Form of all agreements to be approved by City Solicitor.</p>
Agreements or other documents extending or renewing agreements or documents executed pursuant to Schedule A of this By-law (when a	Manager of Procurement	<p>Within approved budget or otherwise in compliance with the Financial Policy and provided appropriate Commitment Authority Approval has been obtained.</p>

<p>renewal option was included in the original Agreement)</p>		<p>Subject to the same terms, conditions, pre-requisites or other requirements, under which execution of the original agreement or document was authorized.</p> <p>Signed copy of agreement to be deposited with Clerks where original agreement was deposited with Clerks or the value of the extension or renewal is \$100,000 or more.</p>
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Schedule B – Grants, Funding Agreements, Costs Recovery			
Type of Document/Purchasing Thresholds	Staff Position Authorized to Execute Document	Terms, Conditions, Pre-Requisites or Other Conditions which must be Satisfied Prior to Execution	Documents to be Deposited with Clerks
Agreements required to enforce terms and conditions of grants administered or awarded by the City.	CAO	<p>Agreements must be compliant with any related City Policy or agreement with the Provincial or Federal Government related to the award of grant funding.</p> <p>Form of agreement or document to be approved by the City Solicitor.</p>	
Agreements with the Ministry of Transportation of Ontario (MTO), and related documents, providing for sharing of MTO database information (ownership, etc.) with the City for purposes of enforcement of Fees & Charges By-law relating to collection of emergency fire services call-out fees	Director with authority over the subject matter of the agreement.	Form of agreement or document to be approved by City Solicitor.	X

Agreements with the Ministry of Transportation of Ontario (MTO), and related documents, providing for sharing of MTO database information (ownership, etc.) with the City for purposes of cost recovery for damage or loss to public infrastructure or property, in accordance with the Fees & Charges By-law	Director with authority over the subject matter of the agreement	Form of agreement or document to be approved by City Solicitor.	X
Agreements with the Ministry of Transportation of Ontario (MTO), and related documents, providing for sharing of MTO database information (ownership, etc.) with the City for By-law enforcement purposes	Director with authority over the subject matter of the agreement	Form of agreement to be approved by City Solicitor.	X
Sponsorship Agreements not satisfying the provisions of the Sponsorship and Advertising Policy	Mayor and City Clerk	<p>Council approval required.</p> <p>During the months of July and August, the Mayor and CAO jointly may approve, subject to legal, financial and departmental approval.</p> <p>Form of agreement to be approved by City Solicitor.</p>	X
All Sponsorship Agreements			X – where value of the sponsorship

<ul style="list-style-type: none"> <li>- Up to and including \$25,000</li> </ul>	<p>Manager with authority over the subject matter of the sponsorship agreement.</p>	<p>Approval of Director with responsibility over the subject matter of the agreement.</p>	<p>agreement is \$100,000 or more</p>
<ul style="list-style-type: none"> <li>- Between \$25,001 and \$50,000</li> </ul>	<p>Director, with authority over the subject matter of the sponsorship agreement</p>	<p>Approval of Director with responsibility over the subject matter of the agreement.</p>	
<ul style="list-style-type: none"> <li>- Between \$50,001 and \$100,000 and not including naming rights to City facilities</li> </ul>	<p>Commissioner, with authority over the subject matter of the sponsorship agreement</p>	<p>Approval of Commissioner with responsibility over the subject matter of the agreement.</p>	
<ul style="list-style-type: none"> <li>- Above \$100,000, or agreements involving naming rights to City facilities</li> </ul>	<p>Mayor and City Clerk</p>	<p>Approval of CAO.</p> <p>All sponsorship agreements must be in accordance with the Advertising and Sponsorship Policy, and within approved budget or otherwise in compliance with the Financial Policy.</p>	

		All sponsorship agreements must be in a form approved by City Solicitor.	
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<b>Schedule C – Acquisitions, Dispositions, Registrations, Expropriations, Easements and Encroachments</b>			
<b>Type of Document/Purchasing Thresholds</b>	<b>Staff Position Authorized to Execute Document</b>	<b>Terms, Conditions, Pre-Requisites or Other Conditions which must be Satisfied Prior to Execution</b>	<b>Documents to be Deposited with Clerks</b>
Agreements to acquire or dispose of an interest in land	CAO	<p>Agreements must include a true condition precedent requiring Council approval before the Agreement is binding on the City.</p> <p>All agreements to be in a form approved by the City Solicitor.</p>	X
Electronic signature for Land Registry documents (electronic registration) for fee simple land acquisitions and dispositions.	City Solicitor or Law Clerk	For fee simple transactions, transaction must have been authorized by Council. It will also include the execution of other documents required to be registered in the course of a transaction approved by Council which are necessarily incidental thereto. This does not include acquisitions that are for road widenings or that are the result of planning and development approvals under the Planning Act, including decisions of the Committee of Adjustment.	



Electronic signature for Land Registry documents (electronic registration) for fee simple land acquisitions and dispositions that are the result of a planning approval.	City Solicitor or Law Clerk	<p>Authorization from a Director or Commissioner with responsibility over the subject matter.</p> <p>This includes acquisitions that are the result of planning and development approvals under the Planning Act, including decisions of the Committee of Adjustment.</p>	
Electronic signature for Land Registry documents (electronic registration) for registration (and deletion) of City-issued work orders (including Property Standards Orders)	City Solicitor or Law Clerk	Authorization from a Director or Commissioner with responsibility over the subject matter.	
Electronic signature for Land Registry documents (electronic registration) for registration (and deletion) of Notices of Lien in favour of the City.	City Solicitor or Law Clerk	Authorization from a Director or Commissioner with responsibility over the subject matter.	
<p>Electronic signature for Land Registry documents (electronic registration) for:</p> <p>(i) Acquisition of easements and encroachments by the City;</p>	City Solicitor or Law Clerk	<p>Authorization from a Director or Commissioner with responsibility over the subject matter.</p> <p>Any acquisition by the City must be in accordance with the Purchasing By-law, and</p>	

<p>(ii) Granting of easements or encroachments by the City; or</p> <p>(iii) Release of easements,</p> <p>pursuant to a Planning Act approval, or to or from:</p> <ul style="list-style-type: none"> <li>• Enova Power Corp., or Hydro One Network Inc., or their respective successors;</li> <li>• a utility company;</li> <li>• a telecommunications company; or any other landowner</li> </ul>		<p>within the approved budget or otherwise in compliance with the Financial Policy.</p> <p>For registration of orders, covenants, rights, and other agreements or documents relating to the acquisition or granting of easements or encroachments, which are required in order to protect the interests of the City or to comply with any statutory requirements, determination by City Solicitor that such registration is required.</p> <p>All documents and agreements to be in a form approved by the City Solicitor.</p>	
Discharges of mortgages (electronic registration).	City Solicitor or Law Clerk	All Agreements to be in a form approved by City Solicitor.	
Consents to Applications for Title Absolute or First Registration	City Solicitor or Law Clerk	Determination by City Solicitor that City's interest will not be adversely affected.	
Undertaking, Statutory Declarations, Affidavits and other documents required in	City Solicitor	Transaction must have been authorized by Council unless it is for acquisition of lands for road widenings or lands	

connection with real estate or other transactions.		pursuant to planning and development approvals under the Planning Act, including decisions of the Committee of Adjustment.	
Consent to the transfer, mortgage or sale of part of an employment lands parcel.	City Solicitor	<p>Written confirmation by the Commissioner of Community Services, the Director of Economic Development and the City Solicitor that the transfer, mortgage, charge, financing agreement or sale are part of a scheme to develop a building on employment lands on which all construction has been completed in accordance with covenants in favour of the City and that:</p> <ol style="list-style-type: none"> <li>1. The Transfer is for the purpose of effecting a severance and is from the registered owner to the same registered owner.</li> <li>2. The mortgage, charge or other financing is for the construction of a building on the land, or</li> </ol>	

		3. The sale is of a completed building having a ground floor area of at least 10 percent of the area of the land being conveyed or such other ground floor area determined by Council policy.	
Encroachment agreements	City Solicitor	<p>Upon the written recommendation of the Director or Commissioner with responsibility over the subject matter of the agreement.</p> <p>Form of Agreement to be approved by City Solicitor.</p>	X
Teranet releases of subdivision agreements, condominium agreements and development agreement.	City Solicitor or Law Clerk	<p>Upon the written recommendation of the Director with responsibility over the subject matter of the agreement.</p> <p>Form of document or agreement to be approved by City Solicitor.</p>	
Registration of covenants, orders or like documents	City Solicitor		

Schedule D – Insurance. Legal Services and Litigation			
Type of Document/Purchasing Thresholds	Staff Position Authorized to Execute Document	Terms, Conditions, Pre-Requisites or Other Conditions which must be Satisfied Prior to Execution	Documents to be Deposited with Clerks
Documents required to finalize insurance settlements under deductible	City Clerk or Treasurer	Form of agreement or document to be approved by City Solicitor.	
City Insurance Agreements and amendment of existing City Insurance Agreements (other than insurance contracts with Human Resources benefit carriers)	City Clerk or Treasurer	Required in order to accommodate changes in assets of municipality. Award of new contracts to be in accordance with City Purchasing By-law.  Form of agreement to be approved by City Solicitor.	X
Agreements with benefit carriers and amendment agreements to existing insurance contracts with benefit carriers.	Director of Human Resources	Must be required in order to implement a change in benefits covered by an existing contract with a carrier where the change is incidental to a collective agreement or other employment agreement which has been specifically approved by Council.	X

		<p>Award of new contracts to be in accordance with the Purchasing By-law.</p> <p>Form of agreements to be approved by City Solicitor.</p>	
Documents required to settle any litigation brought by or against the City, other than insurable matters or the insured portion of any partially uninsured claim	City Solicitor	<p>Approval of the applicable Commissioner with jurisdiction over the subject matter of the litigation. Any costs in respect of the proposed settlement must be within the approved budget of the applicable Commissioner in respect of the project or matter or otherwise in compliance with the Financial Policy. Any settlement over \$100,000.00 must be approved by Council unless prior authority granted in the specific matter.</p>	X
Documents required to file or prosecute litigation brought on behalf of the City.	City Solicitor	<p>Commencement of litigation will require the approval of the applicable Commissioner, CAO, or Council. Despite the foregoing, litigation in routine collection matters may be commenced upon the request of the Director with</p>	

		<p>responsibility over the department to which the account is owed.</p> <p>Prosecutions and law enforcement proceedings shall be in the discretion of the City Solicitor.</p> <p>In urgent or emergency circumstances, the City Solicitor shall have the option to unilaterally commence any proceeding where the protection of the City's interest requires the commencement of a proceeding and it is impractical under the circumstances to obtain approval from the applicable Commissioner, the CAO, or Council.</p> <p>Other documents required in the prosecution or continuation of proceedings as required in the discretion of the City Solicitor, according to normal practices and usual authority to solicitors acting in litigious matters.</p>	
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Minutes of settlement and all other agreements relating to assessment appeals and Assessment Review Board decisions.	Treasurer	Form of agreement to be approved by City Solicitor.	X
Documents pertaining to awards of damages, satisfaction of claims, lawsuits, recovery of Insurance proceeds and costs to the City: <ul style="list-style-type: none"> <li>Up to \$100,000</li> <li>More than \$100,000</li> </ul>	Director and Commissioner of the appropriate division or department  Mayor & City Clerk	Form of agreement to be approved by City Solicitor.	X – where value is \$100,000 or more



<b>Schedule E – Land Use Planning and Development</b>			
<b>Type of Document/Purchasing Thresholds</b>	<b>Staff Position Authorized to Execute Document</b>	<b>Terms, Conditions, Pre-Requisites or Other Conditions which must be Satisfied Prior to Execution</b>	<b>Documents to be Deposited with Clerks</b>
Site Plan Agreement	Director of Planning	Required plans and drawings to be approved by the Director of Planning.	X
Agreements or documents relating to Applications or Decisions of the Committee of Adjustment	Director of Planning		
Heritage Permits for minor or emergency alterations to properties designated under The Ontario Heritage Act.	Director of Planning	Report IPPW-2014-058 approved by Council on August 11, 2014.	
Conditional Building Permit Agreements, Limiting Distance Agreements	Chief Building Official	Form of Agreement to be approved by the City Solicitor.	
All documents, including: <ul style="list-style-type: none"> <li>- Approval of draft plans of condominium (including to impose conditions);</li> <li>- Final Approval of plans of condominium;</li> </ul>	Director of Planning	Substance to be approved by the Manager, Development Planning or designate. Form of all documents to be satisfactory to the City Solicitor.	

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

Agreements or documents required to implement minor modifications to any condition of subdivision approval or minor revision to an approved draft plan of subdivision	Director of Planning	Council must have already approved conditions of subdivision approval or draft plan of subdivision.  No financial impact on the City.	
Agreements or documents required to clear conditions of draft approval and approve final registration	Director of Planning	Council must have already approved conditions of subdivision approval or draft plan of subdivision.  No financial impact on the City.	
Regulatory approval documents with Province of Ontario or its agencies (including Ministry of the Environment, Conservation and Parks (MECP), Ministry of Transportation, and the Grand River Conservation Authority) and with the Government of Canada or its agencies related to engineering matters.	Director with responsibility for the subject matter of the document	Form of documents to be approved by City Solicitor.	
Sewage service rate rebate agreements and sewer surcharge agreements.	City Solicitor or Commissioner with responsibility over the subject matter of the agreement	Upon the written recommendation of the Commissioner with responsibility over the subject matter of the agreement, including a	

		<p>statement that the rebate is being determined in accordance with the provisions of the regulating by-law.</p> <p>Form of agreement to be approved by City Solicitor.</p>	
Storm sewer maintenance agreements	Director of Engineering or Director of City Utilities and Service Centre	Form of Agreement to be approved by City Solicitor, provided there is compliance with the Purchasing By-law.	
Special Servicing Agreements and Cross Border Servicing agreements with no financial commitment by the City	Director of Engineering or Director of City Utilities and Service Centre	<p>There must be a formal written request from a developer or property owner to voluntarily extend or upgrade existing municipal services in the right of way to his or her property.</p> <p>Subject to approval of the Director of Engineering or Director of City Utilities and Service Centre.</p> <p>Form of Agreement to be approved by City Solicitor.</p>	X

Schedule F – Leases, Licenses, Facility Rentals and Use Agreements			
Type of Document/Purchasing Thresholds	Staff Position Authorized to Execute Document	Terms, Conditions, Pre-Requisites or Other Conditions which must be Satisfied Prior to Execution	Documents to be Deposited with Clerks
License and Leases of City-owned Property	City Solicitor or Commissioner with responsibility over the subject matter	<p>Term of agreement (including potential renewal term) is for 3 years or less or on a month to month basis.</p> <p>Approval from CAO.</p> <p>The annual value of the lease must be less than \$150,000.00.</p> <p>Form of agreement to be approved by City Solicitor.</p>	
All Lease Agreements	CAO	<p>Within the Restricted Act period pursuant to Section 275 of the Municipal Act, 2001, as amended.</p> <p>Form of agreement to be approved by City Solicitor.</p>	X
Licence agreement for the use of sidewalks for sidewalk cafes or sidewalk sales.	City Solicitor	Upon the written recommendation of the Director or Commissioner	

		<p>with responsibility over the subject matter of the agreement.</p> <p>Form of licence agreement to be approved by City Solicitor.</p>	
<p>Agreements &amp; Documents (including, without limitation, rental, licensing and leasing Agreements) relating to Facility Rentals, Cemetery Services and Donor or Fundraising Agreements, not exceeding financial commitment by City of more than \$100,000.00 per fiscal year.</p>	<p>Commissioner with authority over the subject matter of the agreement.</p>	<p>Subject to By-law No. 09-087, within approved budget or otherwise in compliance with the Financial Policy and in accordance with Purchasing By-law.</p> <p>Agreements including a facility rental discount must also be in accordance with the Facility Rental Discount Policy or the Fees and Charges By-law, as may be applicable.</p> <p>Form of agreement to be approved by City Solicitor.</p>	
<p>Service Agreements (Affiliation Agreements) between City and community and/or sports organizations or groups, not exceeding financial commitment by City of \$100,000 per fiscal year</p>	<p>Commissioner and Director with authority over the subject matter of the agreement.</p>	<p>Agreement must be in accordance with City policies (including the Affiliation Policy) and the Purchasing By-law.</p> <p>Financial commitment by City within approved budget or</p>	

		<p>otherwise in compliance with the Financial Policy.</p> <p>Form of Agreement to be approved by Commissioner of Community Services, and City Solicitor.</p>	
<p>Facility Use Agreements between City and School Board (for use by City of indoor or outdoor School Board facilities), not exceeding financial commitment by City of \$25,000 per fiscal year</p>	<p>Director with authority over the subject matter of the agreement</p>	<p>Agreement must be in accordance with City policies and the Purchasing By-law.</p> <p>Financial commitment by City within approved budget or otherwise in compliance with the Financial Policy.</p> <p>Form of Agreement to be approved by City Solicitor.</p>	
<p>Facility Use Agreements between City and community and/or sports organizations or groups for use of facilities leased by City</p> <p>- financial commitment of City not exceeding \$25,000 per fiscal year</p>	<p>Director with authority over the subject matter of the agreement</p>	<p>Agreement must be in accordance with City policies and the Purchasing By-law.</p> <p>Financial commitment by City within approved budget or otherwise in compliance with the Financial Policy.</p> <p>Form of Agreement to be approved by City Solicitor.</p>	

- financial commitment of City not exceeding \$100,000 per fiscal year	Commissioner with authority over the subject matter of the agreement		
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Schedule G – Finance			
Type of Document/Purchasing Thresholds	Staff Position Authorized to Execute Document	Terms, Conditions, Pre-Requisites or Other Conditions which must be Satisfied Prior to Execution	Documents to be Deposited with Clerks
<p>Agreements related to the following items when they exceed \$100,000</p> <ul style="list-style-type: none"> <li>• Debenture Payments</li> <li>• Insurance Payments</li> <li>• Refunds</li> <li>• Tax Remittances</li> <li>• Employee Benefit Premium Payments</li> <li>• Mortgage/Loan Payments</li> <li>• Payments to Local Boards</li> <li>• Revenue collected on behalf of a third party</li> </ul>	Director of Financial Planning & Asset Management.	Form to the satisfaction of the Commissioner with authority over the subject matter and Treasurer.	X
<p>Banking agreements and other agreements for goods and services related to payment processing</p> <p>Bank or Other Charges:</p> <ul style="list-style-type: none"> <li>• Up to \$100,000</li> </ul>	Treasurer	Form to the satisfaction of the Commissioner with	X – where value of the agreement is \$100,000 or more

<ul style="list-style-type: none"> <li>• More than \$100,000</li> </ul>	Mayor and City Clerk	<p>authority over the subject matter and Treasurer.</p> <p>Form to the satisfaction of the Commissioner with authority over the subject matter and Treasurer &amp; City Solicitor.</p>	
Letters of Credit and/or Surety Bonds (Draw)	Treasurer	<p>Upon request from Commissioner or Director of department with responsibility over the relevant securities.</p> <p>Form to be approved by City Solicitor.</p>	

<b>Schedule H – Museum</b>			
<b>Type of Document/Purchasing Thresholds</b>	<b>Staff Position Authorized to Execute Document</b>	<b>Terms, Conditions, Pre-Requisites or Other Conditions which must be Satisfied Prior to Execution</b>	<b>Documents to be Deposited with Clerks</b>
Short Term Rental Agreement (for any portion of the Museum)	Museum Manager/Curator	Agreement must conform to City by-laws (including the Museum By-law) and policies.  Form of Agreement to be approved by City Solicitor.	
Agreement or other Document to Receive sponsorships or donations (whether by gift, subscription, grant, bequest or otherwise) of a monetary, cultural, historic or artistic nature	Museum Manager/Curator	Donation must be in accordance with City by-laws (including the Museum By-law) and policies.  Form of Agreement or Document to be approved by City Solicitor.	
Agreement or other Document to acquire (by purchase, borrowing or leasing) personal property of a cultural, historic or artistic nature from an individual or institution	Museum Manager/Curator	Agreement or other Document must be in accordance with City by-laws (including the Museum By-law and Purchasing By-law) and policies, within Commitment Authority Limit of signing officer, and within	

		<p>approved budget or otherwise in compliance with the Financial Policy.</p> <p>Form of Agreement or other Document to be approved by City Solicitor.</p>	
<p>Agreement or other Document to dispose of personal property of a cultural, historic or artistic nature, or to lend same to an institution</p>	<p>Museum Manager/Curator</p>	<p>Agreement or other Document must be in accordance with City by-laws (including Museum By-law and Purchasing By-law) and policies.</p> <p>Form of Agreement or other Document to be approved by City Solicitor.</p>	

Schedule I – All Other Documents			
Type of Document/Purchasing Thresholds	Staff Position Authorized to Execute Document	Terms, Conditions, Pre-Requisites or Other Conditions which must be Satisfied Prior to Execution	Documents to be Deposited with Clerks
Non-disclosure agreement other than non-disclosure agreements related to the City's I.T. systems and programs	Director or Commissioner with responsibility over the subject matter of the agreement	Form of agreement to be approved by City Solicitor.	
Non-disclosure agreement related to the City's I.T. systems and programs	Director IT Services or Clerk	Form of agreement to be approved by City Solicitor.	
Data sharing agreement with another public authority	Director IT Services or Clerk	Form of Agreement to be approved by City Solicitor.	
Agreements relating to: <ul style="list-style-type: none"> <li>• Hardware</li> <li>• Software and software licensing</li> <li>• Software development</li> <li>• Mobile devices</li> <li>• Internet service providers</li> <li>• Cloud and online subscriptions</li> <li>• Telecommunications providers</li> </ul>	Director with authority over the subject matter of the agreement	Within Director's approved budget or otherwise in compliance with the Financial Policy and within Commitment Authority Limit of signing officer.  In accordance with the Purchasing By-law.  Form of agreement to be approved by City Solicitor.	X – where value of the agreement is \$100,000 or more

Permission or Consent to Enter/Access Agreements	Director of applicable department seeking or giving permission or consent to enter/access lands	Where entry is onto City land, approval of the Commissioner or Director with responsibility over the subject matter of the agreement.  Form of Agreement to be approved by City Solicitor.	
Regulatory approval documents with the Alcohol & Gaming Commission of Ontario	CAO and applicable Commissioner	Documents to be approved by City Solicitor.	
<p>Agreements and any other and further documents related to compliance with Generation Park Waterloo Sustainability Standards:</p> <ul style="list-style-type: none"> <li>• Minor amendments</li> <li>• Approving compliance and exemptions</li> <li>• Entering into Compliance Agreements</li> <li>• Requiring and releasing Securities</li> <li>• Enforce conditions and awarding any contracts</li> <li>• Approve and execute the registration and release of easements orders and the like</li> </ul>	Executive Director of Economic Development	<p>Subject to Generation Park Waterloo Sustainability Standards Administrative Procedure.</p> <p>Form of agreement to be approved by City Solicitor.</p>	



**STAFF REPORT**  
**Transportation Services**

Title: Road Safety Countermeasures and Traffic Calming Implementation Plan 2025  
Report Number: IPPW2025-049  
Author: Ainsley Rego  
Council Date: November 24, 2025  
File: N/A  
Attachments: None  
Ward No.: All wards

**Recommendations:**

1. That Council receives report IPPW2025-049 as information.

**A. Executive Summary**

The Road Safety Countermeasures and Traffic Calming Implementation Plan is intended to document the City's planned actions to address locations most in need of road safety countermeasures to reduce collisions and traffic calming measures to reduce driver speeds.

The collision screening utilizes five-years of collision data that includes years 2018, 2019, 2022, 2023 and 2024. The years 2020 and 2021 were omitted in this screening due to anomalies observed in collision data during the COVID-19 pandemic.

Within the five-year dataset, 2,808 collisions occurred on City of Waterloo roads, including 71 collisions involving pedestrians and 54 collisions involving cyclists.

The following locations have been identified in 2025 as priority candidates for road safety countermeasures through the collision network screening process:

1. Lexington Road at Dearborn Boulevard
2. University Avenue between Bridge Street West and Auburn Drive
3. Seagram Drive between Lester Street and University Avenue
4. Columbia Street West between Holly Street and Hazel Street
5. Hazel Street at Austin Drive

## 2 Integrated Planning & Public Works

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The following locations have been identified in 2025 as priority candidates for pedestrian safety measures through the pedestrian collision screening:

1. Union Street at Moore Avenue
2. Union Street at Herbert Street
3. Columbia Street East at Lester Street

The following locations have been identified in 2025 as priority candidates for cycling safety measures through the cyclist collision screening:

1. Columbia Street East at Regina Street
2. Seagram Drive between Lester Street and University Avenue
3. Columbia Street at Gatestone Boulevard
4. Country Squire Road between Millstream Drive & Charing Cross

The following roadway segments have been identified in 2025 for traffic calming measures to reduce driver speeds:

1. Erbsville Court between Rummelhardt Drive and Erb Street West
2. Glen Forrest Boulevard between Twin Oaks Crescent and Northgate Avenue
3. Auburn Drive between Allenby Court and Dayna Crescent

### **B. Financial Implications**

Costs associated with the implementation of road safety measures will use approved capital budgets #110120 Annual Transportation Studies, #120083 Traffic Calming Implementation, #202052 TMP Implementation Sign Replacement, #202054 Intersection Collision Review & Implementation, and any others in the Transportation Capital Budget that relate to road safety. There is currently funding available in each of the projects to proceed, and additional funding approved as part of the 2024-2026 Capital Budget, as approval by Council on February 12, 2024.

### **C. Technology Implications**

There are no technology implications to this report.

### **D. Link to Strategic Plan**

Strategic Priorities:

Complete Community – vibrant public spaces, complete neighbourhoods, by implementing road safety improvements.

Infrastructure and Transportation Systems – Investing in infrastructure that will improve safety throughout the City.

Innovation and Future-Ready – partner with the University of Waterloo on developing effective countermeasures that the level of effectiveness has been broken down on a local level.

Guiding Principles:



### 3 Integrated Planning & Public Works

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Integrity – strive for well-considered comprehensive, responsive and thoughtful decision making by prioritizing locations based on safety data and effectiveness of countermeasures.

Community-centred – proposing safety improvements to support strong and livable neighbourhoods.

Operational Excellence – fiscal responsibility by seeking the most cost-effective collision countermeasures.

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

- IPPW2024-001 Traffic Calming Policy and Road Safety Countermeasures
- IPPW2024-004 Road Safety Countermeasures and Traffic Calming Implementation



### **Road Safety Countermeasures and Traffic Calming Implementation Plan 2025 IPPW2025-049**

#### **1. Background**

As per the recommendations from staff report IPPW2024-001 Traffic Calming Policy and Road Safety Countermeasures Program, staff are pleased to provide the second annual collision countermeasures and traffic calming report to Council utilizing our new network screening process to determine locations most in need of road safety countermeasures.

The new process is proactive, data-driven and evidence-based, using collision, volume and operating speed data. This initiative was identified as Recommendation 37 in the 2021 Transportation Master Plan and supports the City's Vision Zero principles to end traffic related injuries and fatalities, while increasing the safety and mobility. The intent of Vision Zero is that no one should suffer serious or fatal injuries in road traffic crashes.

To evaluate traffic speeds, we continue to utilize speed data from connected vehicle sources which includes three months of speed data between September and November 2023. This is the same process that the Ministry of Transportation Ontario uses for its biennial Travel Time Study. CIMA+ was able to acquire speed data for 4,162 City of Waterloo mid-block segments that include:

- 24-hour traffic data for the Fall of 2023 (September to November);
- Days of the week: weekdays, from Tuesday to Thursday; and,
- Time of day periods: AM peak (6 to 9 am), mid-day (12 to 2 pm), and PM peak (3:30 to 6:30 pm).

#### **2. 2024 Countermeasure and Traffic Calming Progress**

Tables 1 and 2 summarize the progress of the road safety countermeasures and traffic calming implementation plan from the IPPW2024-004 report.

**Table 1: 2024 Network Screening Collision Countermeasure Progress**

<u>Location</u>	<u>Road Safety Implementation</u>	<u>Status</u>
Columbia Street at Phillip Street	Request Region to review fully protected eastbound/westbound left-turn signal phasing	Installation of signal phasing is dependent on City installation of a centre median which is not feasible until the intersection is fully reconstructed.
	Request Region to review signal coordination to reduce congestion along the Columbia Street corridor	Region review and signal timing updates anticipated in 2025.
	Request Region to consider LPI (Leading Pedestrian Interval) <sup>1</sup>	Region implementing lagging left turn to accommodate the leading pedestrian interval
	Region to consider LBI (Leading Bicycle Interval) <sup>2</sup>	Not feasible currently as there is not off-road cycling facilities at the intersection
	Consultant review of lighting (both street lighting and ped lighting)	Planned for 2026
Albert Street at Columbia Street	Install ladder crosswalks for all legs of the intersection	Planned for 2026
	Request Region to review/implement an increased all-red signal phase and red-light camera in the westbound direction	Region to review all-red signal time. Leading pedestrian interval signal timing issued with lagging phase for left turns
Albert Street at Hickory Street	All-way stop	Installed September 2025
Columbia Street at Hazel Street	Request Region to review signal coordination to reduce congestion along the Columbia Street corridor	To be implemented after Columbia Street signal timing corridor review

## 6 Integrated Planning & Public Works

<u>Location</u>	<u>Road Safety Implementation</u>	<u>Status</u>
	Request Region to consider No right-turn on red for westbound travel	Request with Region, Work order issued
	Introduce ladder crosswalks on all legs	Planned for 2026
	Introduce a Leading Pedestrian Interval (LPI)	Region implemented in fall 2024
	Request Region to consider LBI	Not feasible currently at there is not off-road cycling facilities at the intersection
Phillip Street between University Avenue West and Columbia Street	Reduce speeds to 40 km/h	Implemented July 2025
	Consultant review of lighting (both street lighting and pedestrian lighting)	Planned for 2026
	Review warrants for pedestrian crossover	Design work underway. Construction in 2026.
	Additional “watch for turning vehicle warning signs”	Implemented in 2023. Additional pedestrian ahead signs installed in 2025.
	Consider high visibility pavement markings at high volume entrances	Planned for 2026
Lexington Road at Davenport Road	Request Region to review a red-light camera in the eastbound direction (on Lexington)	Region Review
	Request Region to consider LPI	Region review complete. Timing to be issued for LPI
Albert Street between University Avenue West	Consultant review of lighting (both street lighting and ped lighting)	Planned for 2026
Albert Street between University Avenue and Hickory Street	Long term: review curbside management opportunities as outlined in the Northdale Study	Included in TMP update

## 7 Integrated Planning & Public Works

<u>Location</u>	<u>Road Safety Implementation</u>	<u>Status</u>
Regina Street at Noecker Street	All-way stop	Design work underway. Construction in 2026.
Regina Street at Lodge Street	Intersection improvements – re-align the intersection, all-way stop  Consultant review of lighting (both street lighting and ped lighting)	Design work underway. Construction in 2026.  In coordination with design and construction in 2026
Columbia Street at Hagey Street	Introduce ladder crosswalks	Planned for 2026
	Request Region to consider LPI	LPI signal timing issued with lagging left turn phase
	Consultant review of lighting (both street lighting and ped lighting)	Planned for 2026
Parkside Drive at Cedarbrae Avenue	Introduce ladder crosswalks	Installed 2025
	Consider a reduction to intersection cross-section	To be considered during next road reconstruction
University Avenue at Lexington Road East	Install Traffic Ahead (Wb-2) sign	Signs to be ordered and installed
	Re-paint pavement markings	Mill and pave with refresh on pavement markings – Timing to be determined
	Request Region to consider LPI	Timing to be issued for LPI implementation
Bearinger Road at Parkside Drive	Request Region to consider LPI	Timing to be issued for LPI implementation when south-bound left turn is inactive

## 8 Integrated Planning & Public Works

<u>Location</u>	<u>Road Safety Implementation</u>	<u>Status</u>
Allen Street at Park Street West	Remark cycling lane symbols on Park Street	Installed summer 2025
Albert Street at Hazel Street/Bearinger Road	Request Region to consider LBI	Region has advised not feasible
Bathurst Drive at McMurray Road	Implement revised lane marking scheme along McMurray Road	Further review indicated that this measure was not appropriate
Keats Way at Amos Avenue	All-way stop	To be installed Fall 2025
Columbia Street at Beechlawn Drive	Roundabout feasibility study recommended	Feasibility study planned for 2026

### Notes:

- <sup>1</sup> A Leading Pedestrian Interval (LPI) is a traffic signal timing scheme allowing pedestrians to begin crossing and establishing their presence within a signalized intersection prior to motorists.
- <sup>2</sup> A Leading Bicycle Interval (LBI) is a traffic signal timing scheme allowing cyclists to begin crossing and establishing their presence within a signalized intersection prior to motorists.

**Table 2: 2024 Network Screening Traffic Calming Progress**

Location	Road Safety Implementation	Status
Bluevale Street North (Harvard Pl to Christopher Dr)	Introduce on-street painted bike lanes	To be included in TMP project implementation
	Introduce speed hump	Project complete
	Long-term radar boards	To be installed
	STEP Program	Request sent to WRPS

Location	Road Safety Implementation	Status
Keats Way (Woodbend Crescent to Beechwood Drive)	Seasonal in-road flexible signs	Installed May 2025
	Permanent installation of radar speed boards	Installed July 2025
	Introduce a PXO at the pedestrian refuge island west of Sanford Flemming Drive.	Pending the PXO tender/construction
Lourdes Street (Westmount Road to Alexandra Avenue)	Introduce speed humps	Installation complete
	Introduce bulb outs	Design work underway. Construction in 2026
Hazel Street, Noecker Street	Radar Speed Boards	Installed July 2025

### 3. 2025 Collision Screening

The collision screening for 2025 includes a five-year period using 2018, 2019, 2022, 2023 and 2024. The years 2020 and 2021 were omitted in this screening due to the anomalies in traffic patterns during the COVID-19 pandemic.

The City's network screening process involves several steps to develop a meaningful list of intersections or road segments that require road safety enhancements. As the City

changes over time, staff must continually collect and update data on traffic volume and infrastructure for its network of intersections and road segments.

This data is used in collision models to predict motor vehicle, pedestrian and cyclist collisions at various locations throughout the City of Waterloo. Locations with more collisions or more severe incidents than predicted by the models are prioritized for road safety measures, as these areas are likely to benefit the most and see the greatest reduction in collisions.

Using collision reports from Waterloo Regional Police Service (WRPS), staff have screened reported collisions on City streets to understand areas of concern. The screening focused on: all collisions City-wide, pedestrian collisions and cyclist collisions.

A total of 2,808 collisions occurred on roads under the jurisdiction of the City of Waterloo. Throughout the five-year screening period a total of 71 pedestrian collisions occurred, including 1 fatal collision in 2019 and 54 cyclist collisions.

Charts 1 through 3 below outline the seven-year trends for overall, pedestrian and cyclist collisions occurring on City roads, including COVID-19 years. The dotted line in each chart indicates the trend lines.

**Chart 1: City of Waterloo Overall Collision Trend**

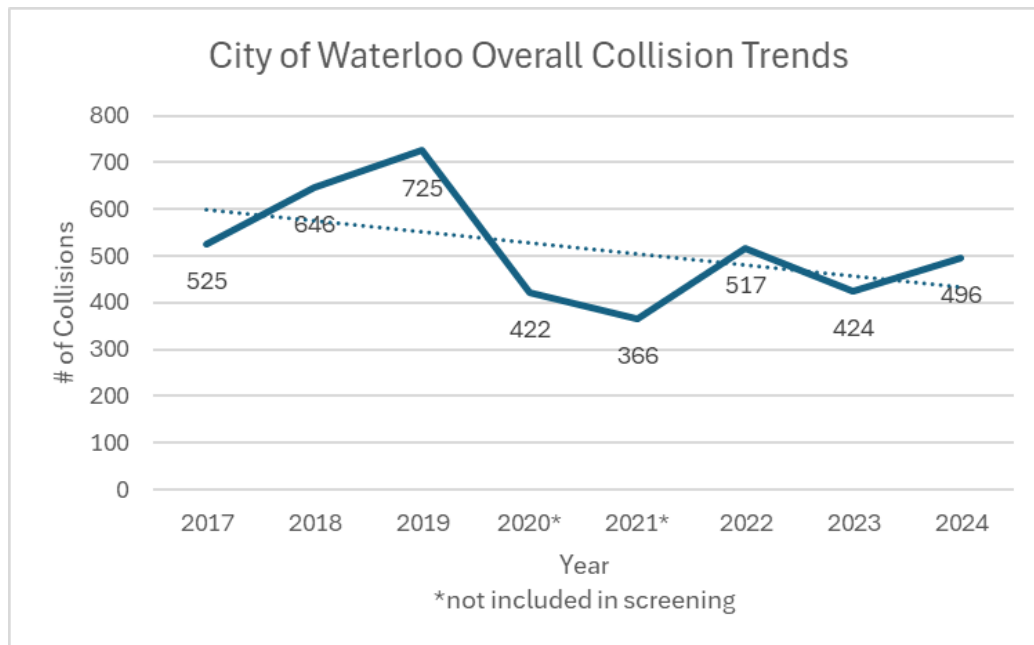
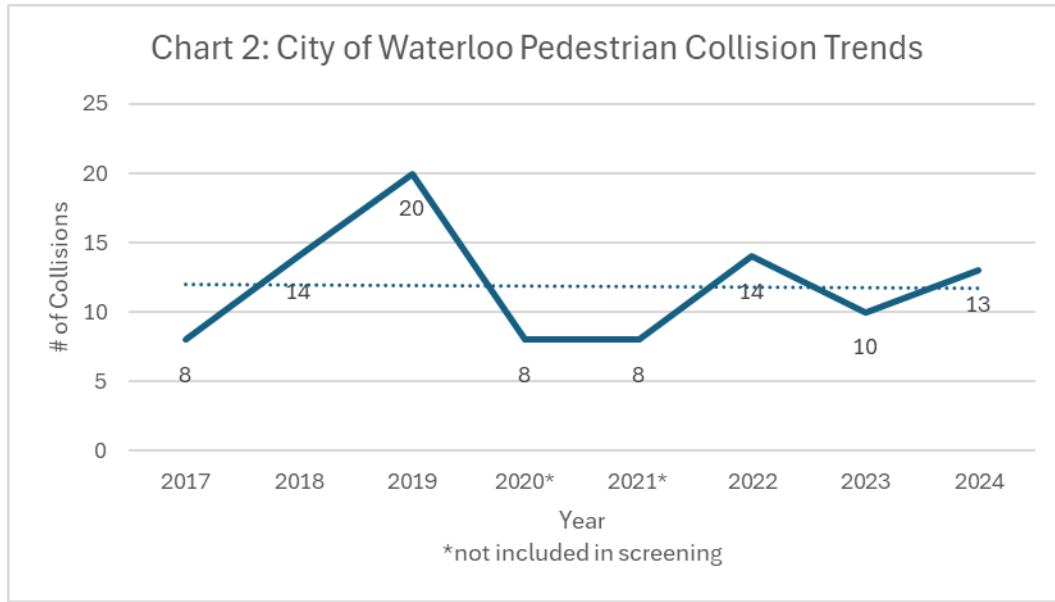
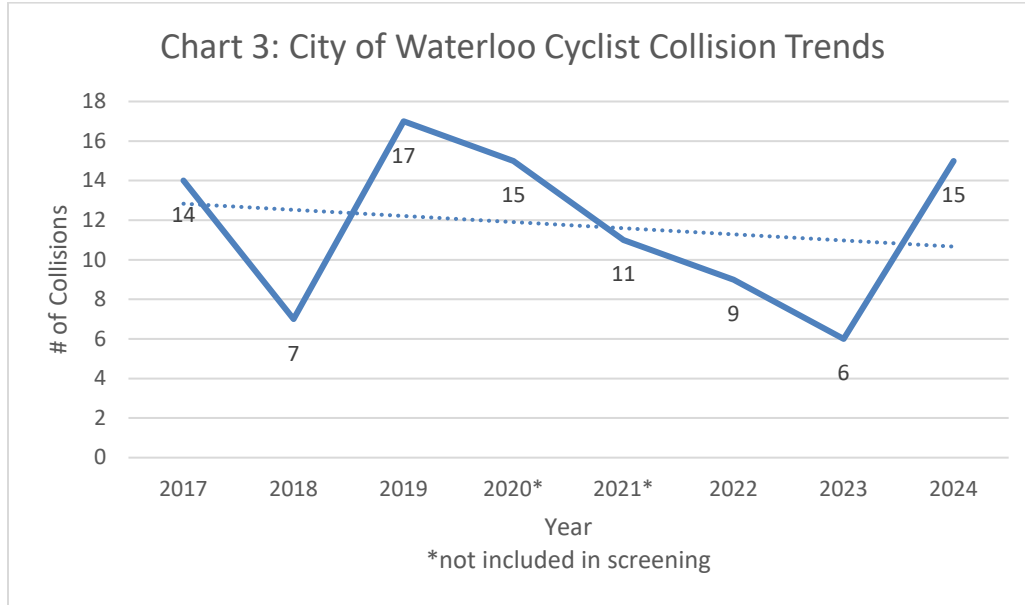




Chart 2: City of Waterloo Pedestrian Collision Trend



**Chart 3: City of Waterloo Cyclist Collision Trend**



### 3.1 Prioritized Locations for Road Safety Countermeasures

Tables 3 to 5 summarize the locations identified through the 2025 network screening process as priorities for upcoming road safety countermeasures. These include five overall collision locations, three pedestrian collision locations, and four cyclist collision locations. Several of the identified sites from the 2025 network screening are repeats from the 2024 network screening and are therefore not included in the City's 2025 Road Safety Countermeasures Implementation Plan. Staff continue to implement the countermeasures identified in the 2024 network screening and corresponding implementation plan.

**Table 3: 2025 Overall Collision Locations**

No.	Location	Location Type
1	Lexington Road at Dearborn Boulevard	4-Legged Signalized Intersection
2	University Avenue between Bridge Street West and Auburn Drive	Multi-Lane Road
3	Seagram Drive between Lester Street and University Avenue	Muli-Lane Road
4	Columbia Street West between Holly Street and Hazel Street	Multi-Lane Road
5	Hazel Street at Austin Drive	Two-Way Stop 4-Legged Intersection

**Table 4: 2025 Pedestrian Collision Locations**

No.	Location	Location Type
1	Union Street at Moore Avenue	4-Legged Signalized Intersection
2	Union Street at Herbert Street	4-Legged Signalized Intersection
3	Columbia Street East at Lester Street	Two-Way Stop 3-Legged Intersection

**Table 5: 2025 Cyclist Collision Locations**

No.	Location	Location Type
1	Columbia Street East at Regina Street	Two-Way Stop 4-Legged Intersection
2	Seagram Drive between Lester Street and University Avenue	Multi-Lane Road
3	Columbia Street at Gatestone Boulevard	Two-Way Stop 3-Legged Intersection
4	Country Squire Road between Millstream Drive & Charing Cross	Multi-Lane Road

## 3.2 Collision Analysis and Recommended Road Safety Countermeasures

To determine effective road safety countermeasures, staff first review all collisions at a given location and identify the most frequent or over-represented collision types. Once identified, staff attempt to determine the causal factors contributing to these collisions. Common factors may include but are not limited to, poor lighting, time of day, inclement weather, road geometry, speed, and driver condition, among others. Staff also review other traffic data, such as turning movement counts and speed data, and conduct on-site observations to further identify any additional potential contributing factors.

Once the causal factors for each location have been identified, tools like the Crash Modification Factors (CMF) Clearinghouse help determine which countermeasures have proven most effective for each scenario. The CMF Clearinghouse is a national online database of CMFs, complete with supporting documentation that assists transportation engineers in selecting the most suitable countermeasure for their safety needs. In addition to using the CMF Clearinghouse, staff also draw on their in-house expertise, best practices from nearby municipalities, and research from post-secondary institutions to develop an effective road safety countermeasures implementation plan.

Tables 6 through 8 below summarize the collision types, recommended countermeasures to be implemented and former countermeasures that have been implemented to improve road safety for each location.

Table 6: Collision Countermeasures – Overall

No.	Location	Most Frequent Collision Type	Over-represented Collisions	Recommended Countermeasure(s)
1	Lexington Road at Dearborn Boulevard (signalized)	Turning Movement, Rear-End	Angle	<ul style="list-style-type: none"> <li>To be evaluated through the Columbia Street Environmental Assessment Update (2025-2026). A roundabout or separated turn lanes are included in the assessment.</li> </ul>
2	University Avenue between Bridge Street West and Auburn Drive	Turning Movement (plaza access related)	Turning Movement	<ul style="list-style-type: none"> <li>Investigate opportunities to extend median along University Ave.</li> </ul>
3	Seagram Drive between Lester Street and University Avenue	Winter-related collisions	Approaching head-on	<ul style="list-style-type: none"> <li>Added to City anti-ice list for winter snow clearing (2025-2026)</li> </ul>
4	Columbia Street West between Holly Street and Hazel Street	Access-related Turning Movement, Angle	Approaching head-on	<ul style="list-style-type: none"> <li>Ideally a centre median or two-way left turn lane, however limited right-of-way prohibits installation. Through redevelopment, minimize number of driveways.</li> </ul>
5	Hazel Street at Austin Drive	Angle		<ul style="list-style-type: none"> <li>Schedule Turning Movement Count to evaluate All-Way Stop Control Warrant</li> <li>Site line analysis scheduled</li> </ul>

**Table 7: Collision Countermeasures – Pedestrian**

<b>No.</b>	<b>Location</b>	<b>Collision Type</b>	<b>Recommended Countermeasure(s)</b>
<b>1</b>	Union Street at Moore Avenue	Turning Movement	<ul style="list-style-type: none"> <li>Enhanced pavement markings to be implemented through Union Street reconstruction in 2026. To be considered for LPI</li> </ul>
<b>2</b>	Union Street at Herbert Street	Turning Movement	<ul style="list-style-type: none"> <li>Pedestrian Crossover to be implemented as part of 2026 Union Street Reconstruction</li> </ul>
<b>3</b>	Columbia Street East at Lester Street	Turning Movement	<ul style="list-style-type: none"> <li>Review warrants for an Intersection Pedestrian Signal (IPS) or PXO</li> <li>Potential location for further analysis in collaboration with University of Waterloo/City of Kitchener project</li> </ul>

**Table 8: Collision Countermeasures – Cyclist**

<b>No.</b>	<b>Location</b>	<b>Collision Type</b>	<b>Recommended Countermeasure(s)</b>
<b>1</b>	Columbia Street East at Regina Street	Turning Movement	<ul style="list-style-type: none"> <li>This intersection will be addressed through the Columbia Street Environmental Assessment Update (2025-2026)</li> </ul>
<b>2</b>	Seagram Drive between Lester Street and University Avenue	Turning Movement	<ul style="list-style-type: none"> <li>Implement “Watch for Cyclists” signs</li> <li>Potential location for further analysis in collaboration with University of Waterloo/City of Kitchener project</li> </ul>

No.	Location	Collision Type	Recommended Countermeasure(s)
3	Columbia Street at Gatestone Boulevard	Turning Movement	<ul style="list-style-type: none"> <li>Implement “Watch for Cyclists” signs</li> <li>Potential location for further analysis in collaboration with University of Waterloo/ City of Kitchener project</li> </ul>
4	Country Squire Road between Millstream Drive & Charing Cross	Turning Movement	<ul style="list-style-type: none"> <li>Country Squire Rd is a boundary road with the Township of Woolwich, therefore recommend review lighting levels in collaboration</li> </ul>

#### 4. Speed Data Analysis

To evaluate traffic speeds, we continue to utilize speed data from connected vehicle sources which includes three months of speed data between September and November 2023. CIMA+ was able to acquire speed data for 4,162 City of Waterloo mid-block segments that include:

- 24-hour traffic data for the Fall of 2023 (September to November);
- Days of the week: weekdays, from Tuesday to Thursday; and,
- Time of day periods: AM peak (6 to 9 am), mid-day (12 to 2 pm), and PM peak (3:30 to 6:30 pm).

Recognizing that the City of Waterloo’s road network continues to evolve, City staff have once again undertaken a screening of the network by speed limit. This approach helps to promote a fair and balanced analysis by reducing bias. Specifically, it avoids focusing solely on higher-order roads that typically operate at higher speeds. Continuing this process again this year allows staff to maintain consistency in the methodology and to accurately monitor changes across the network over time.

Tables 9 and 10 below summarize roadways with observed operating speeds higher than the posted speed to be considered for traffic calming.

**Table 9: Top Speed Locations – 40 km/h Roads**

<b>Street Name</b>	<b>From</b>	<b>To</b>	<b>Posted Speed (km/h)</b>	<b>Average Speed (km/h)</b>	<b>85<sup>th</sup> Speed (km/h)*</b>
Sundew Drive	Columbia Street	Wild Calla Street	40	41	47
Sundew Drive	Rock Elm Street	Walking Fern Court	40	39	45
Father David Bauer	Westmount Road North	Erb Street	40	44	47

\*85th percentile speed is the speed at which 85% of drivers are traveling at or below

### **Sundew Drive – Ward 2**

While Sundew Drive between Columbia Street to Walking Fern Court indicates that the 85<sup>th</sup> percentile speed is 47 km/h, there continues to be concerns regarding higher speeds and operations around the traffic circles.

Therefore, staff have obtained preliminary designs to adjust the existing traffic circles on Sundew Drive that would improve intersection operations and reduce speeds. Staff will continue to work with the consultant to finalize design drawings and implement the proposed changes. In the interim, staff will prepare a plan for seasonal knockdown signs along this section of Sundew Drive.

### **Father David Bauer – Ward 7**

Father David Bauer is a 2-lane minor collector road adjacent to Waterloo Park. The posted speed limit on Father David Bauer Drive was reduced in 2023, as part of the speed management plan. Staff have designs to implement three PXOs along Father David Bauer Drive, one in front of the Barrel Yards access in 2025/2026 and the remaining two in subsequent years. In addition to the PXOs, staff propose a permanent radar speed board and seasonal knockdown signs along the bicycle lane.

**Table 10: Top Speed Locations – 30 km/h Roads**

<b>Street Name</b>	<b>From</b>	<b>To</b>	<b>Posted Speed (km/h)</b>	<b>Average Speed (km/h)</b>	<b>85<sup>th</sup> Speed (km/h)*</b>
Erbsville Court	Rummelhardt Drive	Erb Street W	30	37	48
Glen Forrest Boulevard	Twin Oaks Crescent	Northgate Avenue	30	43	47
Auburn Drive	Allenby Court	Dayna Crescent	30	40	42

\*85th percentile speed is the speed at which 85% of drivers are traveling at or below

### **Erbsville Court – Ward 1**

Erbsville Court between Erb Street West and Rummelhardt Drive is a 2-lane local road adjacent to Kitchener-Waterloo Bilingual School. In 2023, the posted speed limit was reduced to 30 km/h as per the speed management plan. Speed data indicates that the average speed during peak periods is approximately 37 km/h. The 85<sup>th</sup> percentile speed is approximately 48 km/h.

Kitchener-Waterloo Bilingual School has been identified in the Region of Waterloo Municipal Speed Camera (MSC) Program for installation in 2026. As we await the decision from the province on the status of this program, staff will evaluate the feasibility of corner extensions and bulb outs at Rummelhardt Dr and Royal Beech Dr and opportunities for a pedestrian crossover (PXO) near the school. The PXO location is dependent on the review and approval from the Region in proximity to the signal at Erbsville Ct and Erb St W. In the interim, staff will develop a plan for the installation of temporary speed humps in 2026.

### **Glen Forrest Boulevard – Ward 3**

Glen Forrest Boulevard between Twin Oaks Crescent and Northgate Avenue is a divided 2-lane minor collector road and is adjacent to Sir Edgar Bauer Catholic Elementary School (CES). The posted speed limit is 30 km/h in this section of Glen Forrest Blvd. Speed data shows the average speed is approximately 43 Km/h and the 85<sup>th</sup> percentile speed is 46 km/h.

Two safety foot patrol locations along Glen Forrest Blvd were discontinued by the school in 2023. As part of the city's process, studies were conducted to see if an adult school crossing guard was warranted in one or both locations. Staff also consulted with the school administration to understand the needs and operations. It was determined that a new adult school crossing guard was warranted on Glen Forrest Blvd, in a new, centralized location in front of the school. The guard started in this position in September 2025 and has been gaining support through school communication and education. Sir Edgar Bauer CES has been identified in the Region of Waterloo Municipal Speed Camera (MSC) Program for installation in 2026. Should the speed camera program be discontinued through provincial decision, staff will review the opportunity for other traffic calming measures. In the interim, staff will develop a plan for the installation of temporary speed humps in 2026.

### **Auburn Drive – Ward 5**

Auburn Drive between Allenby Court to Dayna Crescent is a 2-lane minor collector road with a posted speed limit of 30 km/h that runs along the rear of St. Matthew Catholic Elementary School (CES) with access through pedestrian pathway. Speed data in this



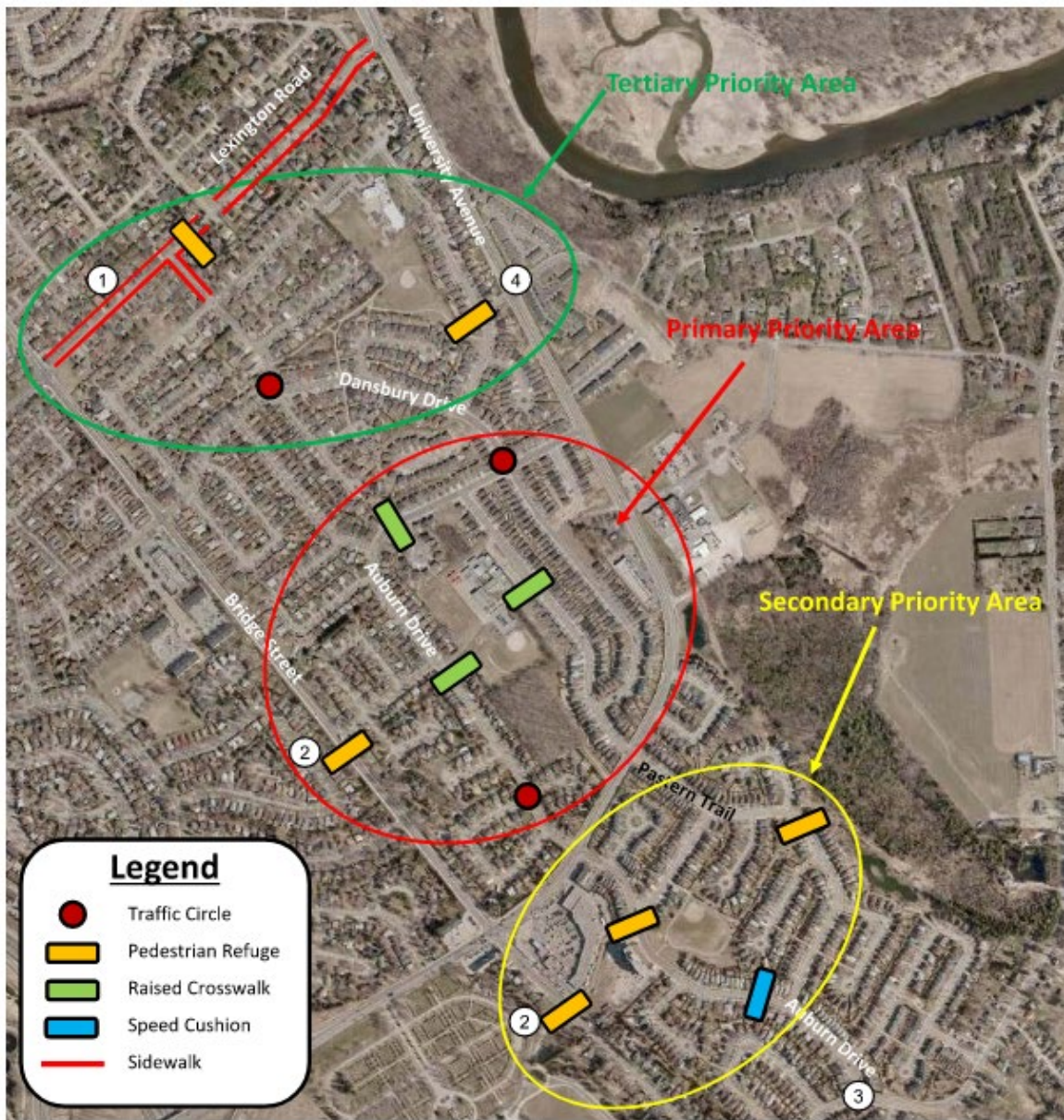
section shows the average speed is 40 km/h while the 85<sup>th</sup> percentile speed is approximately 42 km/h.

Auburn Drive between Bridle Trail and University Ave (northerly) was part of a larger neighbourhood traffic study in 2013-2014. The results of the study were submitted to Council through IPPW2013-017. Within the report, traffic calming measures within the Primary Priority Area, on Auburn Drive included two raised crosswalks and two traffic circles between University Ave (southerly) and University Ave (northerly). Within the Secondary Priority Area, a speed cushion and pedestrian refugee island were recommended on Auburn Drive between Bridle Trail and University Ave (southerly). Figure 1 illustrates the original traffic calming plan for the Auburn-University Neighbourhood Traffic Study.

After Council unanimously approved the traffic calming plan, staff received numerous complaints from area residents, including a petition citing a variety of issues and concerns. Therefore, staff brought a second report to council (IPPW2014-008) with a revised traffic calming plan removing the two traffic circles and speed cushions but maintaining the two raised crosswalks and pedestrian refuge island on Auburn Drive. The two raised crosswalks were installed in 2016 while the pedestrian refuge island was installed in 2017.

Auburn Drive between Carene Court and Crimson Drive was resurfaced in 2025 with the one raised crosswalk re-instated in its original location at Crimson Drive. Staff will investigate opportunities to install additional traffic calming measures along Auburn Drive between University Ave (southerly) and University Ave (northerly) in consultation with the 2013 study and new traffic data. Traffic calming measures may include but are not limited to a revised pavement marking plan, speed humps, raised crosswalks and pedestrian crossovers.

Figure 1: Auburn-University Traffic Calming Study



## 5. Automated Speed Cameras in Existing School Zones Update

At the time this report was written, Provincial Bill 56 – Building a More Competitive Economy Act, 2025, including a provision to repeal the use of automated speed enforcement cameras was making its way through the Legislature. The Region of Waterloo advised it would continue to operate the speed cameras in all school zones until further notice. While this was occurring, the Province directed Region and City staff to order and install new temporary school zone signage in locations with active cameras by

November 14, 2025. The City and Region are working together to install these signs but may be unable to meet the overly aggressive timelines for many practical and technical reasons.

City staff are reviewing each school zone to identify appropriate alternative traffic calming measures should ASE cameras be discontinued. Staff intend to update Council with a more definitive response plan once more information is available.

### 6. Funding

The following approved projects will continue to serve budgetary needs going forward. Table 10 below identifies the available capital projects and associated funding approved by Council in the 2024-2026 Capital Budget on February 12, 2024:

**Table 10: Available Budget for Collision Countermeasures and Traffic Calming**

Project #	Description	Available	Ref#	2026
110120	IPPW-TS-Annual Trans Studies	75,000	663	192,000
120083	IPPW-TS-CW Traffic Calm Impl	371,000	695	297,000
202052	IPPW-TS-TMP Impl Sign Replacmt	78,000	694	229,000
202054	IPPW-TS-Intersection Collision	224,000	675	233,000
<b>Total available</b>		<b>748,000</b>		<b>951,000</b>

### 7. Next Steps

The Road Safety and Traffic Calming Program has made significant progress with limited resources, demonstrating the City's strong commitment to improving road safety across its transportation network. Through focused efforts, staff have successfully advanced key initiatives and laid the groundwork for broader, systemic improvements. Building on this foundation, future road safety initiatives could include targeted programs that would address, for example, locations with nighttime collision concerns and or intersections having more than expected fail-to-stop type collisions. While current resources are being used efficiently to deliver meaningful results, additional staffing support, including a planned supervisory role, would help enable further expansion and sustained delivery of these important safety initiatives.

In 2024, when staff presented the last Collision Countermeasures and Traffic Calming Implementation Plan, Council members suggested that staff consider presenting collision information for all collisions in Waterloo including on regional and provincial highways to provide Council and members of the public a more fulsome picture of collisions occurring City-wide - not just on roadways under the City of Waterloo's jurisdiction. Progress is being made to do so, however, the logistics are still being worked out amongst City, Region and Provincial staff. Staff are aiming to provide overall collision statistics occurring on City, Region and Provincial highways within the City of Waterloo in 2026.

City staff will continue efforts on analyzing, implementing and reporting on road safety countermeasures and traffic calming initiatives on City streets within its jurisdiction.

### 8. By-Law Updates

#### ADD

SCHEDULE "11", PART X, SECTION 9, STOP SIGNS

On Highway	AT ITS INTERSECTION WITH	FACING TRAFFIC
Regina Street	Lodge Street	Northbound
Regina Street	Lodge Street	Southbound

#### ADD

Schedule "10", Part IX, Section 9, THROUGH HIGHWAYS

HIGHWAY	FROM	TO	EXCEPT AT ITS INTERSECTION WITH
Regina Street North & Regina Street South	North side of William Street	South side of Columbia Street	Lodge Street Noecker Street



**STAFF REPORT**  
**Fleet & Procurement Services**

Title: Implementation Update: 10 Point U.S. Tariff Response Plan  
Report Number: CORP2025-032  
Author: Tracie Bell, Director, Fleet & Procurement,  
Justin McFadden, Director, Economic Development,  
Paul Hettinga, CFO, Treasurer,  
Francis Reyes, Director, Engineering Services  
Council Date: November 24, 2025  
File: N/A  
Attachments:

**Recommendations:**

1. That Council receive report CORP2025-032 for information.

**A. Executive Summary**

The United States (U.S.) has allowed most Canadian goods to enter the US tariff-free under the Canada-United States-Mexico Agreement (CUSMA) and Canada has removed counter tariffs put in place in March 2025 on most U.S. imports, effective September 1, 2025, except for Canada's counter tariffs on steel, aluminum and autos. These remain in effect as the U.S. tariffs in these sectors continue.

Although negotiations with the U.S. for a new trade and security relationship continue, ongoing trade tensions remain, and the Canadian Government is therefore implementing [measures to protect Canadian workers and businesses](#) and to build a more resilient and diversified economy. On November 4, 2025 the [Federal Budget](#) was tabled and included a number of new and existing measures to address the rapidly changing global trade landscape including a Trade Diversification Strategy and fund.

On May 26, 2025, City of Waterloo Council approved a 10 Point U.S. Tariff Response Plan (CORP2025-022). The plan was developed to mitigate risks to the Corporation, support residents and local businesses, and to support Canadian unity. This report (CORP2025-032) provides an update on the implementation of the 10 Point Plan.

1. Amend the City's Purchasing By-Law & Templates to enable preference for Canadian Companies
2. City Operations - Buy Local / Canadian

3. Capital Cost Mitigation & Advancement of Key Capital Projects
4. Streamline Development Approval Process
5. Capital Projects: Joint Initiatives with Area Municipalities
6. Coordinated Advocacy with the Area Municipalities/AMO/OBCM such as the Federal/Provincial Stimulus Funding Advocacy
7. Industrial and Commercial Tax Deferral Plan
8. Financial Tracking of Tariff Impacts
9. Greater Support for Start-ups in our Region: Waterloo HealthTech Accelerator Centre Initiative
10. Local Economic Development Supports in cooperation with Business Economic Support Team Waterloo Region (BESTWR)

Staff responsible for implementing the plan continue to meet regularly as the plan continues to be implemented.

## **B. Financial Implications**

As of November 1, 2025, 100% of purchases facilitated by the Procurement Team in 2025, representing approximately \$43,000,000 in spend have been awarded to companies meeting the definition of a Canadian Business. Forty-one percent (41%) of these awards were to local suppliers.

As previously reported, staff were successful in negotiating a tariff cap of \$3,500 USD per vehicle for seven trucks being purchased. The cab-and-chassis units have now been delivered and tariffs paid. Tariffs incurred were \$1,500 USD per unit, a savings of \$14,000 USD from the anticipated cost. Staff continue to monitor opportunities to purchase on-the-lot vehicles whenever possible to avoid potential new tariffs.

Recent economic and geopolitical factors have resulted in generally favourable construction pricing and have somewhat offset the impact of tariffs on construction projects. Increased bid submissions and competition are driving prices towards market value in contrast to inflation-driven costs seen in recent years

The City of Waterloo's 2025 Tariff Response Tax Deferral Program allowed eligible commercial and industrial property owners facing significant financial hardship from U.S. tariffs to extend their final 2025 property tax due dates by up to 60 days. The City did not receive any applications under the program.

Financial tracking was launched immediately following the last tariff update to Council on May 26, 2025. Minimal tariff costs of \$15,000 have been accrued to date. This could be related to tariffs are not being itemized by all vendors, tariffs not being passed on by suppliers, or that tariffs have had minimal impact on City purchases to date.

Staff are leveraging grant opportunities as they become known, with a recent submission to the Trade-Impacted Communities Program, in partnership with the



Accelerator Centre. The project will support an emerging health-technology sector by helping digital health and AI-focused companies develop technologies to launch them into the Canadian market, and expand internationally, without reliance on the U.S. market.

Staff continue to monitor financial implications associated with tariffs for the Corporation and to continue to develop cost and risk mitigation strategies.

**C. Technology Implications**

None

**D. Link to Strategic Plan**

Community-centred; Operational Excellence

**E. Previous Reports on this Topic**

CORP2025-022



## **Implementation Update: 10 Point U.S. Tariff Response Plan CORP2025-032**

### **Section 1 – Background**

#### National Context

The United States (U.S.) has allowed most Canadian goods to enter the U.S. tariff-free under the Canada-United States-Mexico Agreement (CUSMA) and Canada has removed counter tariffs put in place in March 2025 on most U.S. imports, effective September 1, 2025, except for Canada's counter tariffs on steel, aluminum and autos. These remain in effect as the U.S. tariffs in these sectors continue. Provinces and Territories have individually put in countermeasures which vary from Province to Province/Territory to Territory and include; removing U.S. alcohol from store shelves, limiting procurements from U.S. companies, considering tolls for U.S. Commercial vehicles using Canadian highways.

At the time of writing this report, tariffs affecting Canadian exports into the U.S.:

- 35% tariff on all imports that don't comply with the Canada-United States-Mexico Agreement (CUSMA) (effective Apr 2).
- 10% tariff on non-CUSMA compliant potash and energy products (effective Apr 2).
- 50% tariff on aluminum and steel imports from all countries into the U.S. (effective Jun 4).
- 25% tariff on non-CUSMA automobiles and parts not built in the U.S. (effective Apr 2).
- 50% tariff on copper (effective Aug 1).
- Small shipments less than US\$800 are no longer exempt from U.S. duties (effective Aug 29).
- 35% tariff on softwood lumber (effective Oct 14).
- 25% upholstered wooden products and kitchen/bathroom cabinets and vanities (effective Oct 14).
- 25% tariff non-CUSMA medium and heavy-duty trucks and 10% on non-CUSMA buses (effective Nov 1)

At the time of writing this report, the U.S. Supreme Court will hear arguments on November 5, 2025 regarding the legality of reciprocal tariffs imposed by the U.S. on many other countries and fentanyl-raised duties on Canada, Mexico, and China. The case does not impact the U.S. expansion of tariffs under Section 232 of the Trade



Expansion Act which has impacted steel, aluminum, lumber, copper and automobile industries.

Although negotiations with the U.S. for a new trade and security relationship continue, ongoing trade tensions remain, and the Canadian Government is therefore implementing [measures to protect Canadian workers and businesses](#) and to build a more resilient and diversified economy. These include:

- Investing in workers through:
  - the introduction of a new reskilling package to train 50,000 workers;
  - the implementation of a digital tool to facilitate job searches and applications;
  - launching Workforce Alliances and Sectoral Workforce Innovation Fund; and
  - increased EI benefits.
- Investing in business through:
  - a \$5 billion Strategic Response Fund;
  - The introduction of a Buy Canadian Policy that prioritizing federal spending through a new *Policy on Prioritizing Canadian Materials in Federal Procurement*
  - Providing immediate liquidity relief;
- Assisting Canada's canola and agriculture producers through the introduction of new biofuel production incentives;
- More than doubling the Regional Tariff Response Initiative, announced in March 2025 from \$450 million to \$1 billion over three years;
- Helping the automotive sector stay competitive by:
  - launching a 60-day review of the Electric Vehicle Availability Standard (EVAS) and making regulatory adjustments removing the 2026 target (20% of new light-duty vehicle sales in Canada be zero emissions by 2026, rising to 60% by 2030 and reaching 100% by 2035) thereby reducing the economic pressures due to tariffs.

On November 4, 2025 the [Federal Budget](#) was tabled and included various measures to address the changing global trade economy including:

- \$5B over seven years, starting in 2025/26, to create the Trade Diversification Corridors Fund. This fund will support projects to move products to global markets, including digital infrastructure and improving the ability of our imports and exports to travel efficiently across the country and globally.
- Intention for Export Development Canada to increase total business facilitated by \$25B by 2030, expanding exports and trade development activities in sectors of strategic importance in Canada.
- \$8M over four years, starting in 2026/27, and \$2M ongoing, to deepen trade relations with European partners by undertaking new trade missions.

- \$20M over four years, starting in 2026/27, and \$4.8M ongoing, to enhance Global Affairs Canada's capacity to negotiate and implement trade and investment-related agreements.
- \$2B concessional trade finance envelope to encourage international partners to buy Canadian.
- \$68.5M over four years, starting in 2026/27, with \$19.9M ongoing to enhance CanExport, which encourages small- and medium-sized enterprises (SME), national industry associations, and innovators to diversify their exports to new markets abroad.
- \$7.6M over four years, starting in 2026/27, with \$2.1M ongoing to support Canadian companies through the Innovation Partnership Program and Canadian Technology Accelerator.
- \$46.5M over four years, starting in 2026/27, for the SME Export Readiness Initiative to support training for SMEs.
- \$4.2M over three years, starting in 2027/28, and \$1.4M ongoing to maintain capacity to promote nuclear energy exports and strategic engagement in key export markets.
- \$39.9M over four years, starting in 2026/27, and \$11.1M ongoing to expand the Clean Technology Demonstration Initiative to global markets.
- \$32.8M over four years, starting in 2026/27, and \$9.6M ongoing to the CFIA to secure, expand, and restore market access for Canadian agriculture and agri-food, fish, and seafood sectors.
- \$79.9M over five years, starting in 2026/27, to support the new Small and Medium Business Procurement Program.

#### Local Context

On May 26, 2025, Council approved the City of Waterloo 10 Point U.S. Tariff Response Plan (CORP2025-022). The plan was developed to mitigate risks to the Corporation, support residents and local businesses, and to support Canadian unity.

## **Section 2 – Implementation Update**

This report provides an implementation update of the 10 point action plan at the six month mark:

### **1. Amend the City's Purchasing By-Law & Templates to enable preference for Canadian Companies**

Council approved various amendments to the City's Purchasing By-Law on May 26, 2025. These amendments provide flexibility for the City to support Canadian Businesses whenever possible and enable the City to comply with any future Provincial and/or Federal Government directives, including those that may result from the Federal Government's Policy on Prioritizing Canadian Materials in Federal Procurement [announced by the Prime Minister on September 5, 2025](#).

The intent of the new Federal policy is to require domestic and foreign suppliers contracting with the federal government to source key materials from Canadian companies for defence and construction procurements that exceed a to-be-determined monetary threshold, when capacity/availability exists. The Policy is intended to initially cover steel and softwood lumber with flexibility to add additional domestic materials. However, on October 20<sup>th</sup>, the Minister of Government Transformation, Public Works and Procurement announced that the Government was seeking feedback from Canadians and suppliers. Ideas can be sent to [spac.apcommunicationdesac-papacommunications.pspc@tpsgc-pwgsc.gc.ca](mailto:spac.apcommunicationdesac-papacommunications.pspc@tpsgc-pwgsc.gc.ca).

Although the Policy will apply only to federal procurements, it will provide a roadmap that can be adopted by provinces and municipalities. Staff will continue to monitor its progress.

City of Waterloo Procurement templates have been updated to include a Canadian Business Preferential Margin scoring component. Suppliers awarded contracts are asked to identify any increased costs due to tariffs that they have included in their bids. Except for some recent vehicle purchases with negotiated tariff caps, we have not been advised of any price increases resulting from the tariffs.

## **2. City Operations – Buy Local/Canadian**

As of November 1, 2025, 100% of purchases facilitated by the Procurement Team in 2025, representing approximately \$43,000,000 in spend have been awarded to companies meeting the definition of a Canadian Business. Forty-one percent (41%) of these awards were to local suppliers.

To further help Ontario and Canadian Businesses navigate the procurement system more easily, procurement staff exhibited at the 2025 Ontario Public Buyers Association Reverse Vendor Trade Show held October 29<sup>th</sup>. Over 500 Canadian Vendor participants attend this event providing an opportunity for staff to connect with suppliers looking to work with us.

Internal communications have been shared with staff to provide guidance and education on the importance of supporting local/Canadian businesses when making smaller purchases that may fall outside the City's defined procurement process. Staff received information internally regarding the Support Local Campaign to assist with internal buying (point 10), emphasizing the role the City can play in reinforcing local economic circulation.

When smaller purchases need to be sourced digitally, we have activated the option to showcase Canadian suppliers before all others in Amazon Business. Amazon Business is a procurement platform that allows organizations to prioritize local companies first, with filters and controls that support purchasing priorities such as local sourcing, competitive pricing, and vendor diversity. This combines the efficiency of digital procurement with our commitment to supporting the local economy.

### **3. Capital Cost Mitigation & Advancement of Key Capital Projects**

As previously reported, we were successful in negotiating a tariff cap of \$3,500 USD per vehicle for seven trucks being purchased. The cab-and-chassis units have now been delivered and tariffs paid. Tariffs incurred were \$1,500 USD per unit, a savings of \$14,000 USD from the anticipated cost. Staff continue to monitor opportunities to purchase on-the-lot vehicles whenever possible to avoid potential new tariffs. As vehicles we have ordered and are currently being manufactured arrive, we will have a better sense of tariff impacts.

Recent economic and geopolitical factors have resulted in generally favourable construction pricing and have somewhat offset the impact of tariffs on construction projects. Increased bid submissions and competition are driving prices towards market value in contrast to inflation-driven costs seen in recent years.

Key capital projects such as the Beaver Creek Road and Conservation Drive reconstruction and the Albert McCormick Community Centre (AMCC) Renovation and Expansion Phase 1 were advanced in accordance with the capital budget. The Beaver Creek Road Drive reconstruction project has been awarded up to \$14.8M through various provincial funding grant streams, and the AMCC Renovation and Expansion Phase 1 has received \$2.4M from the Federal Green and Inclusive Community Buildings program. Both project tenders were within budget and are currently under construction. Staff will continue to seek and leverage external funding in support of future capital projects such as grants and cost sharing opportunities wherever possible to minimize risk exposure from tariffs.

### **4. Streamline the Development Approval Process**

Streamlining the development approval process will allow for applications to be processed more quickly and efficiently, thereby reducing delays and uncertainty for applicants. It will also benefit the City in terms of increased productivity and better resource allocation for municipal staff. Over recent years, staff have taken significant and methodical steps to further streamline the development approval process. In addition to the completion of Comprehensive Engineering and Landscape Manual (CELM), online submission portal and application review system, and standard terms of

reference for technical studies, the following initiatives have also been completed and implemented by staff:

- Delegation of Zoning By-law Amendments (ZBAs) that are minor in nature to the Director of Planning
- Development of the Land Use Planning Together (LUPT) document with Six Nations of the Grand River
- New zoning regulations to facilitate gentle intensification
- Official Plan Review – Phase 1
- Improvements to Engage Waterloo to allow interested persons to better understand and participate in more substantive planning applications

## **5. Capital Projects: Joint Initiatives with Area Municipalities**

Staff will continue to engage and collaborate with the Region of Waterloo and area municipalities to identify opportunities for alignment on design requirements, construction specifications and joint partnerships on emerging technologies. Common design guidelines and specifications will lead to faster project delivery for the construction industry and lower costs for municipalities.

## **6. Coordinated Advocacy with the Area Municipalities/AMO/OBCM such as the Federal/Provincial Stimulus Funding Advocacy**

Association of Municipalities of Ontario (AMO) has focused on making the case for Ontario municipalities as a critical part of stimulus efforts, including the need for federal and provincial investments to:

- Mitigate cost escalation on municipal capital projects to continue to ensure continuity for the construction sector and related industries;
- Increase and repair social housing stock in the face of excess residential construction capacity and growing housing need; and
- Offset broader fiscal impacts on the municipal sector of potential economic slowdown

Ontario Big City Mayors (OBCM) have focused advocacy efforts on housing, infrastructure, homelessness, public safety and new funding models for Municipalities.

The federal and provincial governments have announced multiple opportunities focused on infrastructure investment, increasing housing stock, and other areas identified by AMO and OBCM.

The City has identified multiple “Shovel Ready” projects to aid in recent and future grant applications. These projects included the Laurel Creek Pumping Station (\$12M), RIM Renovation/GHG Reduction (\$15M) and the Carnegie Library Renovation (\$10.5M). The Conservation Drive Pumping Station will be partially funded by Building Faster Fund (BFF) and Housing Enabling Water Systems Fund (HEWSF) Intake II. The overall

Beaver Creek Meadows project scope includes the construction of two new pumping stations (Laurel Creek and Conservation Drive) required to enable the creation of over 4,000 new homes in Waterloo.

On October 24, representatives from the City's Economic Development and Procurement divisions attended AMO's Municipal Trade and Tariff Forum. The day-long session featured a series of panel discussions focused on tariff mitigation, including how municipalities can address tariff concerns through international trade, infrastructure development, and by leveraging provincial and federal support programs. Participants also gained insights into tools and strategies to drive local economic development.

## **7. Industrial and Commercial Tax Deferral Plan**

The City of Waterloo's 2025 Tariff Response Tax Deferral Program allowed eligible commercial and industrial property owners facing significant financial hardship from U.S. tariffs to extend their final 2025 property tax due dates by up to 60 days. Applications were accepted from July 1 to August 15, 2025, but the City received no applications. To qualify, applicants would have needed to provide documentation proving tariff-related financial hardship after March 1, 2025, have fully paid their 2025 interim taxes, and have no other outstanding balances with the City. Eligible properties had to be listed on the 2025 assessment roll as Large Industrial, Industrial, or Commercial. With approval, installment due dates would have shifted from September 2 and October 2 to October 31 and November 30. However, any unpaid taxes after the extended deadlines would have been subject to penalties and interest retroactive to the original due dates.

## **8. Financial Tracking of Tariff Impacts**

Financial tracking was launched immediately following the last tariff update on May 26, 2025. Minimal costs have been accrued to date. Approximately \$15,000, almost all relating to vehicle purchases, are the costs tracked to date (see item 3). This could be related to tariffs are not being itemized by all vendors, tariffs not being passed on by suppliers, or tariffs have had minimal impact on city purchases to date.

## **9. Greater Support for Start-ups in our Region: Waterloo HealthTech Accelerator Centre Initiative**

On May 15, 2025, the Province of Ontario announced the creation of a [Trade-Impacted Communities Program \(TICP\)](#) to help communities and local industries in Ontario navigate significant economic challenges caused by U.S. trade disruption.

TICP is a \$40 million initiative for local governments to access funding to support local projects that align with Ontario's key economic priorities:

- Economic resiliency: Projects that strengthen competitiveness and build local opportunities for economic growth.
- Supply-chain diversification: Projects that support Ontario's strategic priority sectors and their supply chains, including advanced manufacturing, automotive, life sciences, technology, critical minerals, forestry, and agri-food.
- Trade partnerships: Projects that increase export and investment to reduce reliance on U.S. markets.

Stream 1 supports community projects that respond to U.S. trade disruption, including immediate resiliency measures, the development and implementation of local strategies, and efforts to diversify export markets within a two-year period.

A grant team, comprised of Economic Development and Finance staff, reviewed the intake guidelines, and identified an opportunity that aligned with a proposed initiative in partnership with the Accelerator Centre to support an emerging health-technology sector by helping digital health and AI-focused companies develop technologies to launch them into the Canadian market, and expand internationally, without reliance on the U.S. market. It will equip firms with tools and strategies for product development, Canadian market validation, and international readiness—building resilience against trade disruptions and tariffs.

This project will also serve to further diversify Waterloo's economy by supporting growth in a new sector that will also serve to support the future research Hospital and existing med-tech companies requiring software solutions. The Accelerator Centre has been ranked among the top five private accelerators globally, with a demonstrated ability to scale ventures and strengthen Canada's innovation economy. Since its inception, it has supported over 1,000 startups, facilitated the creation of more than 6,000 jobs, and enabled companies to raise more than \$1.8 billion in investment capital.

There is limited funding based on the grant program details, and the program is very competitive, therefore staff advanced an application on August 27, 2025, under delegated approval to the CAO to increase the success of being awarded funding. In accordance with the Grant Policy (FC-004), the CAO approved the application under the time sensitive grant provision with Council ultimately providing its formal approval on September 22, 2025.

#### **10. Local Economic Development Supports in cooperation with Business Economic Support Team Waterloo Region (BESTWR)**

The [City of Waterloo's Support Local Campaign](#), launched October 15, 2025, is intended to build resilience within Waterloo's economy in response to the ongoing challenges posed by U.S. tariffs and shifting consumer habits. The Economic Development and Communications staff have teamed up to develop a support local

program to encourage residents to purchase from local businesses. By fostering civic and economic pride, empowering businesses to share their local stories and encouraging a culture of supporting local, the City aims to strengthen economic diversity, support jobs, and foster a thriving and authentic community identity.

The campaign has three main components:

1. Increased storytelling about Waterloo businesses to build civic pride through sharing business highlights, industry news and economic narratives.
2. Creating resources to support the success of Waterloo businesses, including a toolkit of physical and digital materials and a central webpage to share information and resources to help navigate tariff-related challenges.
3. Encouraging a culture of supporting local and local pride amongst residents, through seasonal campaigns, multi-channel advertising, contests and highlighting local markets.

The campaign is expected to provide measurable benefits by reinforcing local economic circulation, supporting business recovery and resilience, and enhancing Waterloo's reputation as a forward-thinking community. By aligning with Council's broader economic development priorities, this initiative demonstrates the City's commitment to supporting local businesses and residents through practical, visible and community-driven action. The campaign launched in late September and will continue on into 2026.