

**Regional Municipality of Waterloo  
Administration and Finance Committee  
Agenda**



Date: Tuesday, October 10, 2023  
Regular Session: 12:40 p.m.  
Location: Council Chambers

Should you require an alternative format please contact the Regional Clerk at Tel.: 519-575-4400,  
TTY: 519-575-4605, or [regionalclerk@regionofwaterloo.ca](mailto:regionalclerk@regionofwaterloo.ca)

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**Pages**

**Start time is approximate. The Administration and Finance Committee will start immediately following Closed Session.**

1. **Call to Order**
2. **Land Acknowledgement**
3. **Motion to Reconvene into Open Session**  
**Recommended Motion:**  
That the Committee reconvene into Open Session.
4. **Declarations of Pecuniary Interest under the “Municipal Conflict of Interest Act”**
5. **Presentations**
6. **Delegations**
7. **Consent Agenda**  
Items on the Consent Agenda can be approved in one motion of Committee to save time. Prior to the motion being voted on, any member of Committee may request that one or more of the items be removed from the Consent Agenda and voted on separately.  
**Recommended Motion:**  
That the Consent Agenda items be received for information and approved.
  - 7.1 **Strategic Priority - Equitable Services and Opportunities**
    - 7.1.1 COR-CFN-23-031, Development Charge Indexing – December 1, 2023  
For Information. 4
    - 7.1.2 COR-TRY-23-030, Quarterly Summary of Tenders/Quotations and Request for Proposals Approved by the Chief Administrative Officer  
For Information. 9
8. **Regular Agenda**

## 8.1 Strategic Priority - Equitable Services and Opportunities

8.1.1 COR-FFC-23-006, 134 Frederick Street, Kitchener  
For Information. 14

8.1.2 COR-FFM-23-007, Update on the Former Kinsmen Children's  
Centre - 651 Concession Road, Cambridge 18

### **Recommended Motion:**

That the Regional Municipality of Waterloo take the following action with respect to the Regionally-owned property located at 651 Concession Road, Cambridge (former Kinsmen Children's Centre) as set out in report COR-FFM-23-007 dated October 10, 2023:

- a. Direct staff to explore, in consultation with necessary Regional departments and City staff, the concept of redeveloping the Regionally-owned property located at 651 Concession Road, Cambridge with a Regional multi-use building, including Paramedic Services, affordable housing, and potentially other integrated social service offerings; and
- b. Direct staff to proceed with applying for a Federation of Canadian Municipalities Sustainable Affordable Housing study grant for this property.

## 9. Information/Correspondence

9.1 Council/Committee Tracking List 24

## 10. Other Business

### 10.1 Councillor C. Huinink Notice of Motion

#### **Recommended Motion:**

Whereas the Region is facing yet another difficult budget year;

And Whereas housing, homelessness, drug addiction and mental health services continue to need additional resources;

And Whereas all operating departments of the Region do not retain any surplus that has been able to be achieved;

And Whereas the Waterloo Region Police Service in the recent years has been approved to transfer 100% of its surpluses to its own reserve funds;

Therefore, Be It Resolved that any future surpluses be retained 50% to WRPS reserve funds and 50% returned to the Region.

## 11. Next Meeting - November 7, 2023

**12. Adjourn**

**Recommended Motion:**

That the meeting adjourn at x:xx x.m.

**Region of Waterloo**

**Corporate Services**

**Corporate Finance**

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**To:** Administration and Finance Committee

**Meeting Date:** October 10, 2023

**Report Title:** Development Charge Indexing – December 1, 2023

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**1. Recommendation**

For information

**2. Purpose / Issue:**

To advise Council of the annual indexing of Regional Development Charge (RDC) rates on December 1, 2023.

**3. Strategic Plan:**

This report supports strategic objectives in the Corporate Strategic Plan, and particularly the Equitable Services and Opportunities priority.

**4. Report Highlights:**

- Development charges (DC) are imposed on new development to partially recover the cost of new municipal infrastructure needed to service a growing community.
- The Development Charges Act, 1997 (DCA) prescribes that a municipality may index its DC rates as set out in the regulation, which in turn stipulates that such rates are indexed based on the Statistics Canada Non-residential Building Construction Price Index for Ottawa-Gatineau or for Toronto, as appropriate.
- The Region's Development Charge By-law 19-037 prescribes that the Region's development charge rates will index annually, as set out in the regulations to the DCA, on December 1st.
- Regional DC rates will be indexed based on the change to the Non-residential Building Construction Price Index (NRBCI) for Toronto over the Q2 2022 to Q2 2023 period. As shown in Appendix A, this will result in an 8.1% increase to the Region's DC rates effective December 1st, 2023.

## **5. Background:**

The DCA enables a municipality to, by by-law, impose DCs against land to pay for increased capital costs due to the increased need for services arising from development of the area to which the by-law applies. DC By-laws must be updated at least every ten years.

DCs are collected by the area municipalities on behalf of the Region. The funds are remitted to the Region on a monthly basis and allocated to reserve funds, which in turn are used to fund, to the extent permitted under the DCA, growth-related capital expansion projects in the following areas: Roads, Airport, Water & Wastewater, Police, Operations/Facilities, Library, Transit, Paramedic Services, and Waste Diversion.

The Region's DC By-law (19-037) came into force on August 1, 2019 and expires on July 31, 2029. The supporting background study utilized information from several recently completed master plans. Council implemented the calculated Region's DC rates as set out in the background study and those rates have been in effect since August 1, 2019, subject to annual indexing. As prescribed, the rates that came into effect on August 1, 2019 automatically indexed on December 1st of 2019 (1.2%), 2020 (2.6%), 2021 (7.7%), 2022 (17.2%) and are set to index December 1st, 2023 (8.1%).

The Region's DC by-law does not identify an expiry date and the expiry of the by-law is governed by provisions in the DCA. Recent changes under Bill 23 to the DCA allow a DC by-law to be in force for a period of up to 10 years and given these changes, the Region's by-law could remain in effect until July 31, 2029. Staff are assessing the benefits and risks of proceeding with the required Background Study to capture new and incremental growth-related infrastructure costs in the context of other impacts of Bill 23, including phasing-in of new rates over 5 years and ineligibility of certain costs for DC funding. Staff anticipate reporting to Committee with a recommendation in Q1 2024.

## **6. Communication and Engagement with Area Municipalities and the Public**

Most area municipality DC rates will index on December 1 in accordance with their by-laws.

## **7. Financial Implications**

Regional DCs fund a portion of the cost of growth-related capital projects as set out in each year's capital budget. Indexing is an automatic provision within the DC by-law to ensure that the Region's DC rates adjust to the cost of constructing regional infrastructure to the extent permitted in the DCA.

Cost escalation will have a significant impact on the Region's 2024-2033 Capital Program. Without indexing, the DC revenue collected over the term of the by-law would not be sufficient to finance project cost increases resulting from inflation potentially

resulting in deferrals to the emplacement of Regional infrastructure or the issuance of additional growth-related debt.

#### **8. Conclusion / Next Steps:**

The Region's DC rates will increase as set out in Appendix B effective December 1st, 2023. The Region's Development Charge pamphlet will be updated to reflect the new rates. The pamphlet will be distributed to the area municipalities building departments and be available on the Region's Web Site.

#### **Attachments:**

Appendix A: Statistics Canada Non-Residential Building Construction Price Index

Appendix B: Regional Development Charge Rates

**Prepared By: Shane Fedy**, Manager, Infrastructure Financing

**Reviewed By: Cheryl Braan**, Director, Corporate Finance

**Approved By: Craig Dyer**, Commissioner, Corporate Services/Chief Financial Officer

**Appendix A: Statistics Canada Non-Residential Building Construction Price Index**

Building construction price indexes, percentage change, quarterly Frequency: Quarterly Table: 18-10-0276-02* Release date: 2023-07-31 Geography: Census metropolitan area			
Area	Index, 2017=100		
	Non-residential buildings Q2 2022	Q2 2023	Change
Eleven census metropolitan area composite	130.6	139.8	7.0
St. John's, Newfoundland and Labrador	118.2	123.3	4.3
Halifax, Nova Scotia	126.4	133.9	5.9
Moncton, New Brunswick	125.3	140.9	12.5
Montréal, Quebec	138.4	146.2	5.6
Ottawa-Gatineau, Ontario part, Ontario/Quebec	143.1	154.8	8.2
Toronto, Ontario	140.9	152.3	8.1
Winnipeg, Manitoba	121.7	127.6	4.8
Saskatoon, Saskatchewan	117.6	122.3	4.0
Calgary, Alberta	118.3	123.9	4.7
Edmonton, Alberta	127.1	132.9	4.6
Vancouver, British Columbia	125.4	136.2	8.6

\* This table replaces table 18-10-0135 which was archived with the release of the fourth quarter 2022 data.

**Appendix B: Regional Development Charge Rates**

	<b>Current Rates</b>	<b>Indexing (8.1%)</b>	<b>Rates Effective December 1st</b>
<b><u>Cities</u></b>			
<b>Residential</b>			
Single / Semi Detached	\$36,773	\$2,979	\$39,752
Townhouse	\$27,483	\$2,226	\$29,709
Apartment	\$20,024	\$1,622	\$21,646
Lodging	\$12,760	\$1,034	\$13,794
<b>Non-Residential</b>			
Commercial/Institutional	\$21.09	\$1.71	\$22.80
Industrial	\$8.44	\$0.68	\$9.12
<b><u>Townships</u></b>			
<b>Residential</b>			
Single / Semi Detached	\$33,593	\$2,721	\$36,314
Townhouse	\$25,106	\$2,034	\$27,140
Apartment	\$18,293	\$1,482	\$19,775
Lodging	\$11,655	\$945	\$12,600
<b>Non-Residential</b>			
Commercial/Institutional	\$18.57	\$1.50	\$20.07
Industrial	\$7.43	\$0.60	\$8.03



**Region of Waterloo  
Corporate Services  
Treasury Services (Procurement)**

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**To:** Administration and Finance Committee  
**Meeting Date:** October 10, 2023  
**Report Title:** Quarterly Summary of Tenders/Quotations and Request for Proposals Approved by the Chief Administrative Officer

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**1. Recommendation:**

For Information.

**2. Purpose / Issue:**

To provide Council with the details of the tenders/quotations and proposals awarded by the Chief Administrative Officer (CAO) under authority of the Purchasing By-law effective July 1, 2023 - September 30, 2023.

**3. Strategic Plan:**

This report supports strategic objectives in the Corporate Strategic Plan, and particularly the Equitable Services and Opportunities priority.

**4. Report Highlights:**

The criteria for CAO approval during this reporting period are set out below:

- Administrative awards of tenders between \$1,000,000 and \$10,000,000 can occur if the following criteria are met: the bid is compliant, award to the lowest bidder, and the bid amount is within budget.
- For proposals between \$1,000,000 and \$10,000,000, the criteria to enable an administrative award are that the proposal is compliant, that it best meets the criteria as established, and price is within budget.
- The Chief Administrative Officer By-law #20-027 (as amended and effective July 1, 2022) allows for the CAO to award tenders and RFPs when Council is not in session, providing that the terms of the Purchasing By-law have been followed.

**4. Background:**

The Region's Purchasing By-law authorizes the Region's CAO to award certain tenders and Request for Proposals (RFPs) based on specified criteria.

Administrative awards allow for an efficient and timely procurement process. A summary report is submitted on a quarterly basis to the Administration and Finance Committee outlining all tenders and proposals approved by the Chief Administrative Officer.

**5. Communication and Engagement with Area Municipalities and the Public**

Nil.

**6. Financial Implications:**

All awards are consistent with the procurement by-law, including sufficient funding in the approved operating and/or capital budgets, as applicable.

**7. Conclusion / Next Steps:**

Nil.

**8. Attachments:**

Appendix 1: CAO Tender and Quotation Awards

Appendix 2: CAO Request for Proposal Awards

**Prepared By: Tina Reay**, Supervisor, Procurement

**Reviewed By: Cathy Deschamps**, Director, Treasury Services/Deputy Treasurer

**Approved By: Craig Dyer**, Commissioner, Corporate Services/Chief Financial Officer

## Appendix 1: CAO Tender and Quotation Awards

Tender/Quotation Number & Name	Number of Bidders	Successful Bidder: Company Name and price (excludes HST)	Bid price range (excl. HST)	Notes
T2023-154 - Linwood WTP Upgrade	3	BGL Contractors Corp - \$2,158,280.00	\$2,158,280.00 - \$2,488,000.00	
T2023-166 Airport Value Parking Lot Phase 2, Region of Waterloo International Airport	4	E. & E. Seegmiller Limited - \$2,618,027.00	\$2,618,027.00 - \$2,827,842.82	
T2023-155 2023 Miscellaneous Roadworks and GRT Landing Pads at Various Locations Across the Region of Waterloo	2	Capital Paving Inc. - \$3,744,000.00	\$3,744,000.00 - \$3,755,000.00	
T2023-158 WRH - Asphalt and Concrete Replacement (Under PQ2023-05)	3	K-W Cornerstone Paving Ltd. - \$1,526,811.00	\$1,526,811.00 - \$2,505,270.80	
T2023-102 Fire Life Safety Systems, Fire Extinguishers and Suppression Systems Inspection and Maintenance  For a period of three (3) years commencing August 1, 2023 with an option to renew for two (2) additional one (1) year periods	3	Part I: Fire & Life Safety Information: Troy Life & Fire Safety Ltd. – \$1,241,745.00 (\$413,915.00 per year)  Part II: Fire Extinguisher Inspection & Maintenance: Richardson Fire Systems – \$108,252.00 (\$36,084.00 per year)  Part III: Kitchen Hood Systems Inspection and Maintenance: Richardson Fire Systems - \$9,000.00 (\$3,000.00 per year)	\$1,241,745.00 - \$1,385,317.50  \$108,252.00 - \$304,470.00  \$9,000.00 - \$25,200.00	

Tender/Quotation Number & Name	Number of Bidders	Successful Bidder: Company Name and price (excludes HST)	Bid price range (excl. HST)	Notes
<p>T2023-168 Winter Maintenance at GRT Bus stops in three service areas: Kitchener (Service Area A), Waterloo and the Townships of Woolwich and Wilmot (Service Area B) and Cambridge (Service Area C)</p> <p>For one (1) winter season from November 15, 2023 to April 15, 2024 with the option to renew for four (4) additional one (1) year periods.</p>	3	<p>Service Area A, Kitchener: McLellan Group Contracting - \$807,673.75</p> <p>Service Area B, Waterloo and the Townships of Woolwich and Wilmot: LP Landscape Plus Inc. - \$315,931.26</p> <p>Service Area C, Cambridge: McLellan Group Contracting - \$294,565.00</p>	<p>\$807,673.75 - \$1,687,982.00</p> <p>\$315,931.26 - \$900,412.00</p> <p>\$294,565.00 - \$995,348.00</p>	
T2023-171 Region of Waterloo International Airport Terminal Renovation Phase 3	1	Amico Infrastructures Inc. - \$1,716,733.00	\$1,716,733.00	Only one (1) bid was received. Contractors who did not bid stated they were too busy or were not interested in bidding due to the Region's liquidated damages clause.
T2023-156 GRT Northfield Solar 1	3	Blackstone Energy Services - \$1,471,890.89	\$1,471,890.89 - \$1,827,613.47	
T2023-184 Operations Centre Repaving	7	E. & E. Seegmiller Limited - \$1,410,327.00	\$1,410,327.00 - \$1,811,598.00	
T2023-169 - Waterloo WWTP - Aeration and UV Bypass Upgrades	3	BGL Contractors Corp - \$1,997,700.00	\$1,997,700.00 - \$2,425,380.99	
<p>T2023-190 Processing of Incremental Green Bin Materials</p> <p>For a four (4) year and eight (8) month term with the option to renew for one (1) additional five (5) year period.</p>	6	SBE Limited Partnership - \$4,389,000	<p>\$4,389,000.00 - \$7,770,000.00</p>	

### Appendix 2: CAO Request for Proposal Awards

Proposal Number & Name	Number of Bidders	Successful Bidder: Company Name and price (excludes HST)	Notes
C2023-07 East Side Gravity Trunk Sewer	5	R.V. Anderson Associates Limited - \$3,101,319.00	Five (5) proposals were received and five (5) were shortlisted.
C2023-26 (Stage 2) Surface Water Quality Monitoring Program - 2024-2028	5	LGL Limited - \$1,416,599.80	Five (5) proposals were received and one (1) was shortlisted.
C2023-24 Maple Grove Road (Regional Road 38) Hespeler Road To Vondrau Drive	6	BT Engineering Inc. - \$1,741,187.50	Six (6) proposals were received and four (4) were shortlisted.

**Region of Waterloo**  
**Planning, Development, and Legislative Services**  
**Facilities and Fleet Management**

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**To:** Administration and Finance Committee  
**Meeting Date:** October 10, 2023  
**Report Title:** Regionally-Owned Property at 134 Frederick Street, Kitchener

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**1. Recommendation**

For Information.

**2. Purpose / Issue:**

To provide an update on the redevelopment process for the Regionally-owned property located at 134 Frederick Street, Kitchener (WRPS Central Division).

**3. Strategic Plan:**

This report supports the Strategic Focus Area of creating an Equitable Services and Opportunities priority.

**4. Report Highlights:**

- The property located at 134 Frederick Street in Kitchener is currently used by Waterloo Regional Police Services (WRPS) as the Central Division. WRPS is in the process of relocating Central Division to a new location at 200 Frederick Street. Some WRPS services, including the back-up communications centre and evidence management, will remain at the current location through at least 2024.
- Past discussions and space studies had identified the potential need to create 200,000 square feet of additional Regional administrative office space. This location was under consideration to fill that space need following the planned WRPS relocation. However, since implementing a corporate space optimization model and hybrid working principles, this additional administrative space is no longer needed.
- The Provincial Offences Court Administration (POA) had identified a need for a new Provincial Offences Act Courthouse and the addition of two new courtrooms, for a full complement of five courtrooms, as part of earlier discussions and space studies. This property has been considered for this purpose in the past and

continues to be a high interest site for a new POA court building, which would also consolidate other Regional adjudicative activities such as the Administrative Penalties Program, the Automated Speed Enforcement Processing Centre, and Municipal Prosecutions. Other internal Regional groups have identified the potential to redevelop this property to meet service delivery needs, including providing affordable housing.

- Staff will identify and assess potential redevelopment and redeployment options for the property. Options will be explored with senior leadership teams and ultimately a recommendation will be brought to Council. It is anticipated that option development and evaluation will take place through 2024, with an update to Council in late 2024/early 2025. Accordingly, staff are not recommending that the surplus land disposition process set out in the Region's Land Disposition By-law be commenced.

## **5. Background:**

The property located at 134 Frederick Street in Kitchener is approximately 1.07 acres in size. The WRPS Central Division was constructed on the site in 1958 and is a two-storey building with a basement with approximately 40,450 square feet of gross interior space. In addition to front-line policing functions, this building houses the WRPS primary cell block and the backup communications and dispatch centre. The Region acquired the property at 200 Frederick Street in Kitchener in 2018 and relocation of the Central Division to this new building is in progress. It is anticipated that the majority of WRPS operations at 134 Frederick Street will be moved to the new location by the end of 2023. The backup communications and dispatch centre and some evidence management will remain at 134 Frederick Street through at least 2024.

During planning of the 150 Frederick Street building (Administration Headquarters [AHQ]) in the late 1980s, it was assumed that Central Division would eventually move to another location and that the vacated site would be used to accommodate Regional service and space needs as the Region grows. In 2017, Regional staff submitted a report to Council (PDL-LEG-17-30/COR-FFM-17-07) recommending the purchase of 200 Frederick Street for the new Central Division. As part of that report, staff anticipated that the Region would require additional administrative office space within three to five years (2020-2022) and that 134 Frederick Street, once vacated by WRPS, would be available for reuse.

The onset of the COVID-19 pandemic provided an opportunity to test processes and technology that support remote working. It demonstrated that implementing a hybrid working strategy would be feasible and could provide significant space benefits, if combined with shared, bookable workspaces. The Corporate Space Optimization Project (CSOP) was undertaken in 2022 and involves the reconfiguration of offices and work spaces to create a reduction in the need for dedicated office space. The result of

this initiative is that the need for additional administrative office space identified in 2017 is no longer warranted and 134 Frederick Street is not needed to accommodate administrative office space growth.

It should be noted that during the evaluation of utilizing 134 Frederick Street for additional administrative office space, staff also considered incorporating new Provincial Offenses courts into a redevelopment of the property. The Region's POA Program currently operates out of the former Waterloo County Gaol building located at 77 Queen Street North in Kitchener, and prosecutor's offices are located in the Governor's House located at 73 Queen Street North. The POA group has identified space limitations and issues with their current setup and new court and administrative space is considered a high priority and 134 Frederick Street is a high interest site for this purpose.

Additionally, during 2022, staff reviewed the property for appropriateness to be redeveloped in some capacity for affordable housing purposes as part of the Building Better Futures (BBF) initiative. The internal Regional needs for the property cited (BBF & POA) were pre-identified priorities. There is the possibility that other potential internal Regional needs might be identified through the circulation processes that will be commenced by Real Estate Services & Land Portfolio staff once a firm timeline has been established for the vacating of the remaining WRPS operations.

#### **6. Area Municipality Communication and Public/Stakeholder Engagement:**

Some indigenous community organizations have expressed interest in the building as an act of reconciliation. The Region has also received interest from the City of Kitchener in obtaining the building for its plans for the Civic District. Due to internal Regional needs for this property being identified, staff have not engaged in discussions with external parties at this time.

#### **7. Financial Implications:**

Nil.

#### **8. Conclusion / Next Steps:**

Staff will proceed with issuing an internal "Notice of Regional Asset Re-Purposing Circulation" to the Region's Departments to confirm what other Regional uses, if any, should be considered in redevelopment of the property. Following receipt of such intended uses, staff will work with the applicable divisions groups to develop options for consideration. Options will be explored with senior leadership teams and ultimately a redevelopment recommendation will be brought to Council. It is anticipated that options development and evaluation will take place through 2024, with an update to Council in late 2024/early 2025. Given that internal Regional uses/needs have been identified for the property, Real Estate staff do not plan to commence the surplus land disposition process as defined in By-Law 20-042



**9. Attachments:**

Nil.

**Prepared By: Alana MacKinnon**, Sr. Project Manager (Project & Property Planning)

**Tom Penwarden**, Manager of Real Estate Services

**Reviewed By: Jerry Biersteker**, Director, Facilities & Fleet Management

**Approved By: Craig Dyer**, Commissioner, Corporate Services/Chief Financial Officer

**Region of Waterloo**  
**Corporate Services**  
**Facilities and Fleet Management**

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**To:** Administration and Finance Committee  
**Meeting Date:** October 10, 2023  
**Report Title:** Update on the Former Kinsmen Children’s Centre - 651 Concession Road, Cambridge

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**1. Recommendation**

That the Regional Municipality of Waterloo take the following action with respect to the Regionally-owned property located at 651 Concession Road, Cambridge (former Kinsmen Children’s Centre) as set out in report COR-FFM-23-007 dated October 10, 2023:

- a) Direct staff to explore, in consultation with necessary Regional departments and City staff, the concept of redeveloping the Regionally-owned property located at 651 Concession Road, Cambridge with a Regional multi-use building, including Paramedic Services, affordable housing, and potentially other integrated social service offerings; and
- b) Direct staff to proceed with applying for a Federation of Canadian Municipalities Sustainable Affordable Housing study grant for this property.

**2. Purpose / Issue:**

To provide Council with an update on the repurposing assessment of the Regionally-owned property located at 651 Concession Road, Cambridge (former Kinsmen Children’s Centre) and to outline the next steps toward redevelopment of the site.

**3. Strategic Plan:**

This report supports the Strategic Focus Areas of Homes for All, Equitable Services and Opportunities, and Climate Aligned Growth.

**4. Report Highlights:**

The building at 651 Concession Road, Cambridge was constructed in 2004 by the Region of Waterloo and operated as a child care centre until September 2021. Since 2021, the site has been used as a COVID-19 isolation centre for

medically vulnerable individuals experiencing homelessness.

- A number of Regional services and strategic priorities have identified the site as being ideal for future Regional uses, including:
  - A new Paramedic Services deployment station;
  - Affordable housing; and
  - Potentially other related and needed community social services.
- Staff do not recommend that the property be declared surplus per the Region's Land Disposition By-law (By-law 20-042) as additional Regional uses have been identified.
- The estimated capital cost for this project (in 2024 dollars) is \$35 million, based on the initial redevelopment concept. Federation of Canadian Municipalities Sustainable Affordable Housing and Housing Accelerator Fund grants and loans are available in the range of up to \$6 million.
- The proposed concept of a Regional multi-use building meets numerous Strategic Plan priorities and capitalizes on land the Region already owns, allowing the Region to begin construction sooner and save on land acquisition costs.

## 5. Background:

The Regionally-owned property located at 651 Concession Road in Cambridge is approximately 1.08 acres in size. The Kinsmen Children's Centre was constructed on the site in 2004 by the Region of Waterloo and operated as a child care centre until September 2021. A site location map is provided as **Appendix A**.

Leading up to the closure of the centre in September 2021, the Region identified the property for use as a potential temporary emergency quarantine and isolation shelter. Additionally, staff identified the property as ideal for a new Paramedic Services deployment station, aligning with the optimum location to address growing service demand in this area. An internal Surplus Lands Circulation Memorandum was not distributed at the time as there was no intent to recommend that the property be declared surplus per the Region's Land Disposition By-law.

In December 2021, the property was opened as an emergency shelter designed to ensure that people experiencing homelessness had access to temporary accommodations that support their medical and basic needs while they are supported to find and transition to permanent housing. The property continues to operate as a shelter.

In 2022, staff reviewed the property for appropriateness to be redeveloped in some capacity for affordable housing purposes as part of the Building Better Futures initiative. The nature of the affordable housing units will be dependent on the final uses for the building, but could include transitional housing, family housing, or mixed-income. More recently, staff have identified this geographical area as a priority area for child care spaces. Staff have circulated a “Notice of Regional Asset Re-Purposing Circulation” to the Region’s Departments to confirm there are no other interested internal groups. At this time, conversations with external parties have not occurred about non-Regional uses on the property.

Following multiple staff-level discussions about how to best utilize the property in the future, a joint initiative is proposed between Paramedic Services, Homelessness & Supportive Housing and Affordable Housing. Incorporating third-party managed child care spaces is also being explored.

During 2023 staff met with management teams from the interested service providers (Paramedic Services and Housing) and have developed a proposed multi-use facility. The proposed facility is a 5-storey, approximately 40,000 square-foot building comprised of a Paramedic Services deployment station on the ground floor, emergency shelter space on the second floor, and affordable housing on the third, fourth and fifth floors (33 proposed units). A site summary page is presented as **Appendix B**. Incorporating third-party managed child care spaces is still being reviewed at this time and would potentially replace the emergency shelter space as the uses may not be compatible in the same facility.

## **6. Area Municipality Communication and Public/Stakeholder Engagement:**

**Area Municipality Communication:** Subject to direction from Council, City of Cambridge staff will be engaged in the project to continue exploring the redevelopment of the site with a Regional multi-use building. Where the City of Cambridge are successful in a Housing Accelerator Fund application, Regional staff anticipate ongoing coordination with staff to align project timelines with potential funding opportunities.

**Waterloo Region District School Board (WRDSB) Engagement:** The Kinsmen Children’s Centre was constructed in 2004 on land purchased from the WRDSB. As part of the condition of the sale, the Region is required to provide Right of First Refusal to the school board prior to selling the property. Discussions between the Region and the WRDSB have taken place during the spring of 2023 and the WRDSB has confirmed it has no interest in the property. This would allow future sale of the property, if directed by Council.

**Public Engagement:** At this time, no public information centres or calls for public input in the redevelopment have taken place. Regional staff will facilitate community sessions for the repurposing of the site as part of any future development application process.

## 7. Financial Implications:

The property is valued at approximately \$1.4 million. The capital cost is currently estimated to be in the range of \$35 million (in 2024 dollars) including construction, consulting, internal fees, and furniture and equipment. Staff have worked with the Region's funding partner Grant Match to identify possible sources of funding. Through the Federation of Canadian Municipalities Sustainable Affordable Housing initiative and the Housing Accelerator Fund, up to \$6 million in grants and loans may be available. Additionally, up to \$250,000 in study grant funding may be available to initiate the required site and project development studies.

The 2023 Paramedic Services Capital Budget includes \$1.0m to begin the design of a new station. Pending concept endorsement, staff will pursue available funding sources from provincial and federal programs, other available grants and internal reserves which may include the Strategic Investment for Affordable Housing. A full financial analysis including capital costs, financing sources and a comprehensive operating budget projection will be prepared for consideration by Council.

## 8. Conclusion / Next Steps:

Staff propose the following next steps:

- Council endorsement of this project concept with Regional uses as identified in this report;
- Regional staff to engage with City of Cambridge staff for suitability of concept;
- Proceed with applying for the Federation of Canadian Municipalities Sustainable Affordable Housing study grant this year;
- Return to Council in 2024 with a detailed redevelopment proposal and updated cost estimate.

## 9. Attachments:

Appendix A: 651 Concession Rd - Site Location Map

Appendix B: 651 Concession Rd – Site Summary Page

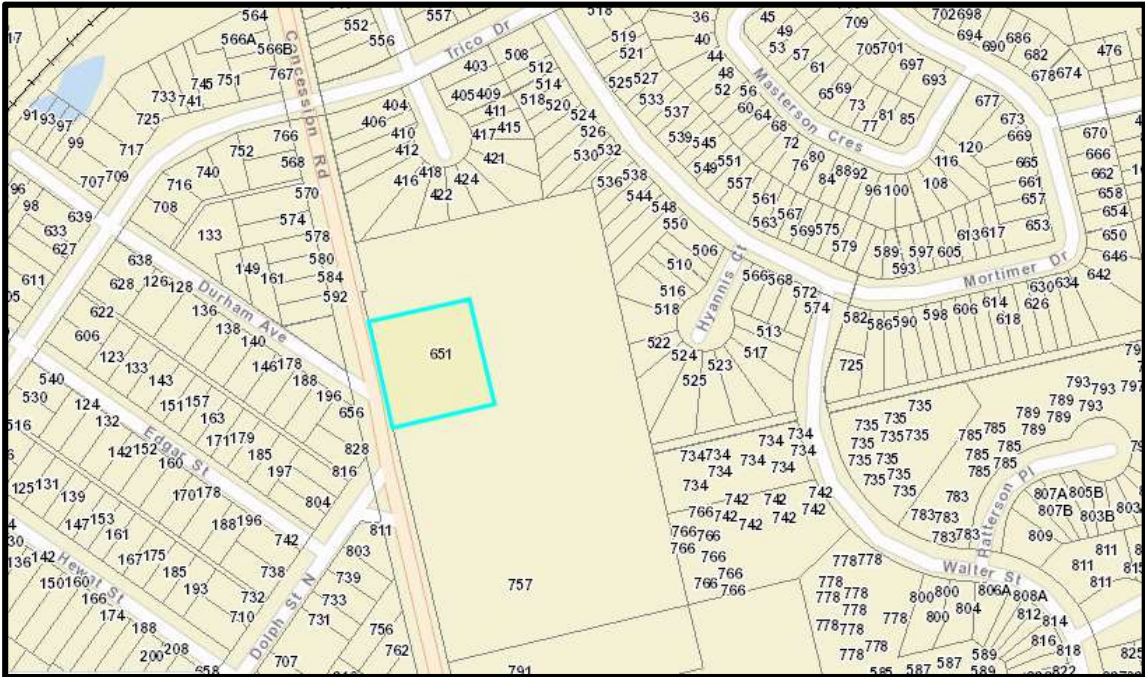
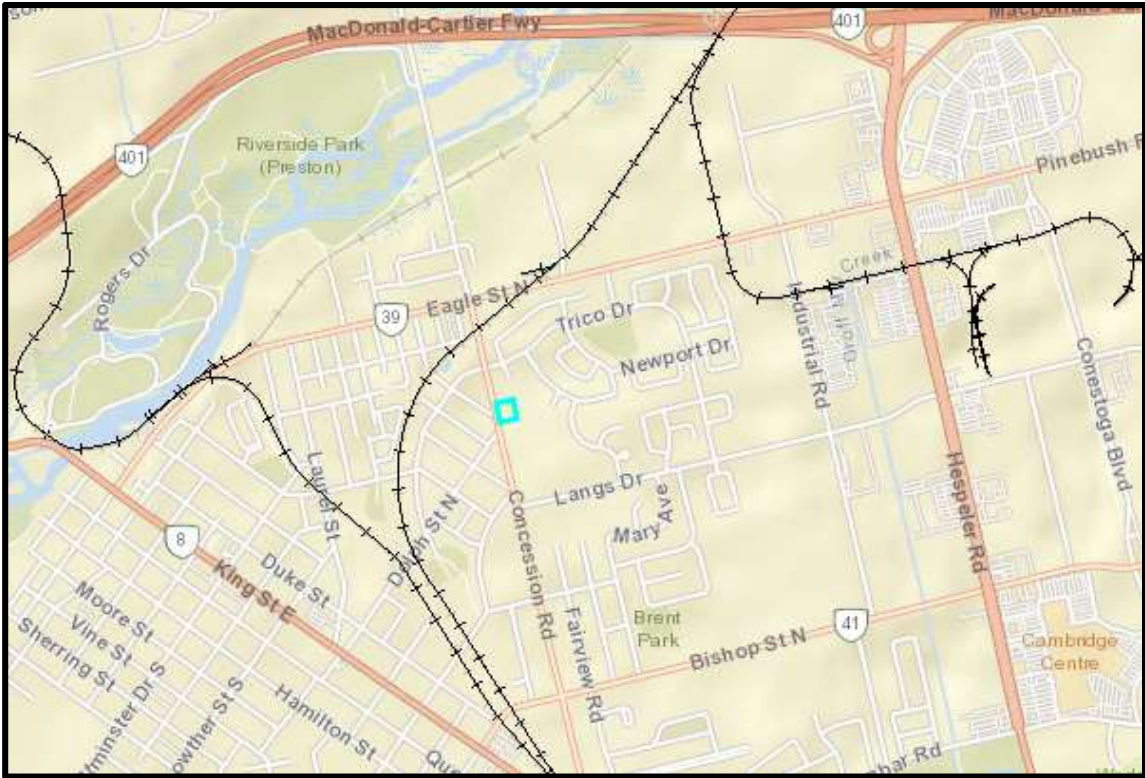
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**Reviewed By: Jerry Biersteker**, Director, Facilities & Fleet Management

**Approved By: Craig Dyer**, Commissioner, Corporate Services/Chief Financial Officer

Appendix A: 651 Concession Road, Cambridge – Site Location Map



# 651 CONCESSION RD

## CAMBRIDGE

### SITE DESCRIPTION



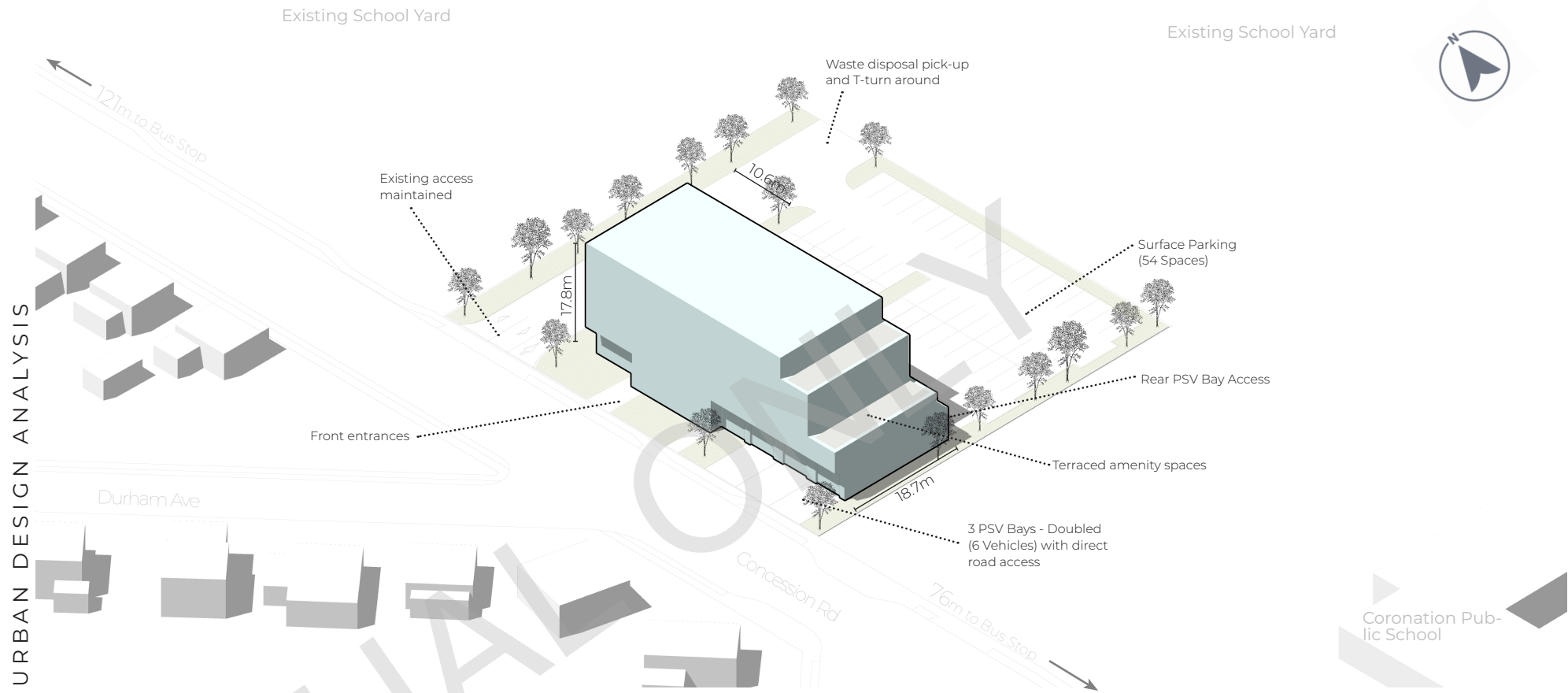
Legal Description	PT LT 7, RCP 1375, PART 1, 58R14035 ; CAMBRIDGE
Official Plan Designation	Low Rise Residential
Current Zoning By-Law	No. 150-85
Zone Type	N1R4 (Existing) N1RM3 (Proposed)
Zone Class	Institutional / Residential
Current Use	Vacant
Permitted Use Proposed	Apartment House/Institutional/Paramedic Services
Lot Area	4353.77 sq. m ( 0.44 Ha) (1.09 ac)
Neighbourhood	Lang's Farm - Preston
Nearest Intersection	Concession Rd / Durham Ave
Ownership	Region of Waterloo

### THE OPPORTUNITY

The site is a former regional child-care facility, which is relatively flat and located along a key arterial with good proximity to services. It presents an immediate opportunity for a combined approach for affordable housing solutions with shelter and Paramedic Services.

### THE APPROACH

Based on precedents in Calgary and Vancouver, we see that this site presents the opportunity to pilot the approach to combine multiple regional services such as PSV station, Shelter Services and Affordable Housing.



### PRELIMINARY DEVELOPMENT STATS

	N1R4 (Existing)	N1RM3 (Proposed)	Concept Building
Min. Lot Width	30m	30m	67.7m
Min. Front Yard	6.0m	6.0m	6.0m
Min. Ex Side Yard	4.5m	6.0m	-
Min. Side Yard	3.0m	7.5m	3.0m*
Min. Rear Yard	7.5m	7.5m	7.0m*
Max. Building Height	-	-	17.8m
Max. Uph	40	75	70
Amenity Area	-	740 sq. m	1,670 sq. m

\*Minor Variance Required

	Required Parking	Concept Building
Unit Count		33
Parking	50 (43 Res + 7 Shelter)	54*
GFA		3,780.24 sq. m

\*Note: The additional parking spaces required for PSV are met beyond the minimum necessary

### ASSUMPTIONS

Avg. Unit Sizes	1 Bdrm 50 sq. m	2 Bdrm 60 sq. m
Unit Mix %	70%	30%
Combined residential, emergency shelter and PSV in one structure		
Development potential based on N1RM3 zoning standards in line with zoning hierarchy.		
PSV bays designed to accommodate 6 ambulance vehicles		
Each use is provided with its own dedicated entrance and lobby space		
Area dedicated to shelter space consistent with existing building footprint		

### CONSTRAINTS & ZONING

The site contains minimal existing features viewed as constraints. The interior side yard setbacks of 3 m with an additional step-back of 1.5 m for every storey after the first two stories would shape the massing to appropriately transition the height. Secondary access for PSV to be discussed with transportation.

### LAYOUT

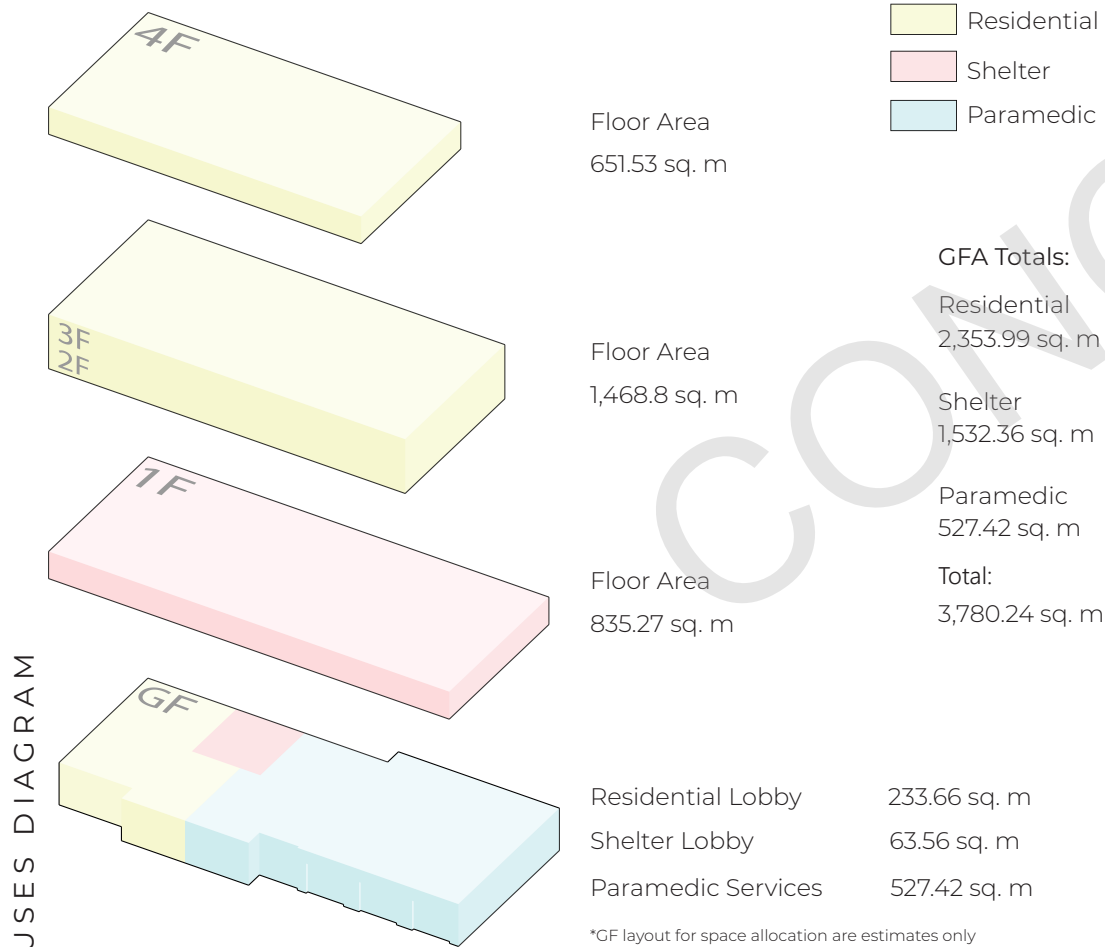
The layout of the site is to utilize the massing to establish a streetwall with surface parking at the rear. The existing access is utilized to serve both residential and PSV. The PSV bays will be accessed from this maintained access to the rear of the building for ease of vehicular access to the street.

### BUILT FORM

The building itself is shaped and layered to accommodate the multiple uses while minimizing conflict. The residential component is located on the top three floors to utilize the terraces formed from the step-backs. The massing prominence on Concession Rd can be justified with a low height to right-of-way width ratio of 0.5:1.

### DEVELOPMENT APPLICATIONS AND APPROVALS

- Zoning By-law Amendment (ZBA) Official Plan Amendment (OPA)
- Site Plan
- Building Permit
- Record of Site Condition (RSC)



USES DIAGRAM

**Council Enquiries and Requests for Information**

**Administration and Finance Committee**

<b>Meeting date</b>	<b>Requestor</b>	<b>Request</b>	<b>Assigned Department(s)</b>	<b>Anticipated Response Date</b>
06-Dec-22	A&F	Prepare a Terms of Reference for a Citizen Advisory Committee, in the third year of this term of Council, to study and provide recommendations to Council regarding the remuneration and benefits for Members of Regional Council, including an analysis of comparator jurisdictions, to be presented to the Administration and Finance Committee	CAS/Chair	Spring 2024