A Council Strategic Planning Session was held at 9:00 a.m. at the Waterloo Regional Emergency Services Training & Research Complex (WRESTRC) - 1001 Erbs Rd., Township of Wilmot, Ontario on the above date.


Members Absent: R. Deutschmann, C. Millar

Staff present: Mike Murray, Chief Administrative Officer, Penny Smiley, Commissioner Human Resources, Gary Sosnoski, Commissioner Corporate Resources, Craig Dyer, Chief Financial Officer, Dr. Liana Nolan, Commissioner/Medical Officer of Health, Rob Horne, Commissioner Planning, Housing and Community Services, Gail Carlin, Acting, Commissioner Social Services, Bryan Stortz, Director, Corporate Communications and Lorie Fioze, Manager, Strategic Planning and Strategic Initiatives, Glenn Pothier, Facilitator, GLPi Consulting

The purpose of the meeting was for Council to review the progress made as well as identify any enhancements or revisions to the 2011-2014 Strategic Plan.

1. State of the Region Update

Mike Murray, Chief Administrative Officer, provided Council with a PowerPoint presentation to update the key strategic plan successes to date; Issues, challenges and opportunities. A copy of the presentation is appended to the original minutes.

2. Exploring Key Issues

Council was asked to provide input on the current directions found in the 2011-2014 Strategic Plan based on the presentation made by M. Murray. The following are a number of issues and concerns identified by Councillors:

Economic Development

A renewed focus on strengthening the coordination and implementation of economic development in Waterloo Region was identified given the current economic climate. It was deemed critical that political, community and business leaders work together to strengthen the labour force and our economy while balancing the needs of local municipalities, industries, business sector and the environment.

One of the activities of the Strategic Plan is to clarify the roles and responsibilities of the Region, area municipalities and other key stakeholders with regards to economic development. In order to do this work a study was commissioned and the report will be available later this year. Building on the results of this study Council would like to develop a coordinated Economic Development Strategy with joint goals and actions that
leverages the strengths of area municipalities and prioritizes joint actions to support and attract the right business, investment and jobs to Waterloo Region.

**Land Development**
Closely linked with the issue of economic development, Council identified the need to be strategic around the issue of land development intended primarily for employment purposes. Council would like to be informed about the total land envelope, the phasing priorities and the barriers preventing progress in order to cooperatively resolve issues and accelerate current and future plans for employment land development.

**Discretionary Benefits**
Effective January 2013, the Community Start-up and Maintenance Benefit (CSUMB) will no longer be available through Ontario Works (OW) social assistance. The provincial cost-sharing formula for Discretionary Benefits was modified starting July 1, 2012. No changes will be made to Discretionary Benefits in 2012. The modification will result in significantly reduced provincial cost-sharing. Staff will be preparing a report for Regional Council in the fall and will be making recommendations for moving forward. Council will consider the report and develop a comprehensive response to the recommendations that considers all aspects of this issue (regional values, financial implications, impacts on OW recipients, impacts on other social service providers, impacts on the broader community, etc.).

**Healthy Lifestyles**
There was some interest expressed for the Region to more proactively pursue 'healthy living' objectives regarding food/nutrition, physical activity, environmental standards, etc. (e.g. be more strategic working with public health and school boards).

**Enhancing Municipal Understanding**
In order to work collaboratively across all municipalities and understand the implications of Council's collective decisions, it was suggested that information on the issues, circumstances and challenges of each municipality be shared amongst Council. If there is an understanding and recognition of the unique differences and circumstances of each of the local municipalities it would help leverage actions, align efforts and foster the ability to be more strategic.

**Protocol for Complaints**
A protocol for complaints and resolution process needs to be developed and implemented consistently across the organization. Priority needs to be given to services that citizens interact with directly, for example GRT. The new Service First Call Centre will help the Region deal with complaints and process in a more consolidated manner.

**Region of Waterloo Program and Service Delivery**
There was some interest in further exploring opportunities to refine and maximize effectiveness and efficiency to ensure that the Region is 'organized in the right way' to best deliver on its promise and commitment to the community.
3. **Action checklist**

There were other issues identified that need follow-up or further information based on the discussion:

<table>
<thead>
<tr>
<th>Item</th>
<th>Information and/or follow-up requested</th>
<th>Referred to</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMS response times</td>
<td>Rationale for the variance in EMS response times between the municipalities. For example Cambridge has a higher response time.</td>
<td>Public Health</td>
</tr>
<tr>
<td>Staff age demographics</td>
<td>Break down of the age demographics by department.</td>
<td>Human Resources</td>
</tr>
<tr>
<td>Base budget reductions</td>
<td>Provide Council with an overall summary of the items being reduced in the base budget.</td>
<td>Finance</td>
</tr>
<tr>
<td>Infrastructure update</td>
<td>Provide a periodic update on the status of major infrastructure projects.</td>
<td>Transportation and Environmental Services</td>
</tr>
<tr>
<td>Canada’s Technology Triangle (CTT)</td>
<td>Progress report from CTT on the metrics of what they have accomplished.</td>
<td>CAO</td>
</tr>
<tr>
<td>Building permits</td>
<td>Information on the number by sector of building permits over the last several years.</td>
<td>Planning Housing and Community Services</td>
</tr>
</tbody>
</table>

4. **Open Forum and a Look Ahead**

Council was asked to provide comments on what they thought would be key issues for the Region to consider in its next strategic plan in 2014.

- Containing government expenditures;
- Climate change and the environment;
- Economic development;
- Communicate our successes and keep the positive momentum going;
- Seriousness and the depth of the challenges with our infrastructure system. Because of the economy we are not able to make the investments we need;
- Two years from today there may be a number of new members on Council;
- There is a movement in the public of higher expectations for government services and with less money;
- Proportion of tax allocation does not sustain the community and therefore need to lobby the federal and provincial government for a greater share of the taxes.
5. **What is working well**

Council was asked to comment on what was working well. The following comments were made:

- We have made tremendous progress – done wonderful work!
- Keep the edge and momentum going
- Council gets along really well.
- Honest group of elected officials
- Rural councillors feel they get good response and support from urban councillors.
- Get along well. Doing a really good job.
- Strategic Plan is working.
- Need to ensure that the good work continues in the next term of Council.
- Stay the course and put more emphasis on the areas talked about today.

6. **Next steps**

**Council report**

The draft Council report will be revised based on today’s discussion. The revised report will come forward on November 27, 2012.

**Communicating progress**

There will be several methods implemented in order to communicate the Strategic Plan progress to the public, community partners, area municipalities and Regional staff. As part of our commitment to greener choices, we are significantly reducing the number of printed materials and expanding web-based social media tools to encourage people to view the progress online. An interactive web-based tool will be launched for monitoring and communicating progress on the Strategic Plan. This web-based tool can be found at [http://seeourprogress.regionofwaterloo.ca/](http://seeourprogress.regionofwaterloo.ca/). A paper based update summary will be created for individuals who do not have access to a computer.

**Follow-up session**

Council expressed an interest in having a follow up session early in 2013 to focus on the priority issues identified at this session.

The meeting adjourned at 12:00 p.m.

**REGIONAL CHAIR, K. Seiling**
2011 – 2014 Strategic Plan
Council "Mid-Term Review" Session

October 25, 2012

Progress, Challenges, Opportunities

1. Environmental Sustainability
   - Protect and enhance the environment.

2. Growth Management and Prosperity
   - Manage growth to foster thriving and productive urban and rural communities.

3. Sustainable Transportation
   - Develop greater, more sustainable and safe transportation choices.

4. Healthy and Inclusive Communities
   - Foster healthy, safe, inclusive and caring communities.

5. Service Excellence
   - Deliver excellent and responsive services that inspire public trust.

2011-2014 Strategic Plan

- Based on significant public and staff input
  - Phone survey, focus groups, on-line survey
- Vision/Mission/Values
- Focus areas/objectives/actions
- Guides priority setting/decision making
- Mid term review
  - Monitor and report on progress
  - Refine if necessary
  - Agree on focus/priorities for next 2 years

Growth Management and Prosperity

Manage growth to foster thriving and productive urban and rural communities.
October 25, 2012

Growth Plan - Population Projections
- 45% of growth in existing urban areas
- Density targets
- Transit priority for investment

ROP Goals
- Reduce Sprawl / Encourage intensification
- Greater variety and density of housing
- Protect farmland and sensitive environmental areas
- Greater transportation choice
- OMB Appeals ongoing / Decisions pending
More Residential Development in Built-up Areas

2011
55% of new residential development in the built up area

2003
15% of new residential development in the built up area

Figure 8: New Residential Units By Structure Type, 2001 - 2011

Monthly Unemployment Rate

Value Of Building Permits
**Economic Development & Prosperity**

- Need more coordinated / integrated approach to economic development
  - Economic development studies
  - Create attractive climate for investment and employment
    - More “development-ready” employment lands (e.g. East side lands)
    - Infrastructure, arts and culture
Sustainable Transportation

Develop greater, more sustainable and safe transportation choices.

Transportation Infrastructure

- Road system near/at capacity
- Large increase in travel demands by 2031
  - 500 new lane km (25 new Hespeler Roads)
  - $1.4 to $1.5 billion
- Transportation Master Plan goals
  - Increase transit mode share from 4% to 15%
  - Reduce need for new roads (by 40%)
- Significant investment needed

Transportation Master Plan

Proposed Transit Network

GRT Ridership

*2012 figures are forecast
Transportation – Ongoing Priorities
- Rapid Transit implementation
- Improved GO and Via service
- Finalize and implement active transportation plan
- Continued focus on road safety
- Improvements to Regional road system

Air Quality/GHG Reduction
- GHG reduction target – 40,000 tonnes by 2019
  - Landfill gas control
  - Energy efficiency – buildings and vehicles
  - Solar photovoltaic
  - ClimateAction WR

Environmental Sustainability
Protect and enhance the environment
Protect Water Quality and Quantity

- Major wastewater treatment projects underway
- Source Water Protection Plan Substantially complete
- Water Supply Master Plan update complete soon
- Water Efficiency Master Plan update started
Healthy and Inclusive Communities

Foster healthy, safe, inclusive and caring communities.

Healthy and Safe Communities

- Growing income gap between rich and poor
- Median family incomes are higher; but persistent poverty rate of 10 to 11%
- Increasing incidence of chronic diseases – obesity, diabetes, heart disease
- Under serviced with family physicians and specialists

Social Assistance Challenges / Priorities

- Discretionary benefits capping
- New technology
- Comprehensive Approach to Poverty Reduction
Housing

• Goal is 500 new units by the end of 2013.
• By the end of 2011 Region is 75% there.

EMS Challenges and Priorities

• Improve response times
  – Update standards?
  – Reduce offload delays
  – Traffic signal pre-emption
  – Add resources?

Population is Aging

Seniors 65+ 107% increase (62,600 to 130,000)
Under 20 27% increase (126,600 to 161,000)

Forecast 20-Year Population Growth
Deliver excellent and responsive services that inspire public trust.

### Age Demographics – All full time employees

<table>
<thead>
<tr>
<th>Age Group</th>
<th>1999</th>
<th>2005</th>
<th>2012</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff over 40 years</td>
<td>57%</td>
<td>72%</td>
<td>78%</td>
<td>83%</td>
</tr>
<tr>
<td>Staff over 50 years</td>
<td>20%</td>
<td>33%</td>
<td>46%</td>
<td>56%</td>
</tr>
<tr>
<td>Staff over 55 years</td>
<td>7%</td>
<td>17%</td>
<td>26%</td>
<td>34%</td>
</tr>
</tbody>
</table>

### Improve Service Quality

- Service First Call Centre
  - Co-located with Kitchener call centre
  - Fully operational – early 2014
- Service standards/performance targets
- Measuring service satisfaction
- Citizens First 7
Awareness of Regional programs and services

- Awareness of Regional programs and services
  - Web-casting of Committee/Council meetings
  - Paid/unpaid media
- Improved internal and external communication

Efficient and Effective Programs

- Focus on "Value for Money"
- Performance Measures (OMBI etc)
- Program reviews
- Budget – cost reductions /efficiency

Summary

- Short-Term challenges
  - Economic uncertainty
  - Budget challenges
- Long-Term opportunities
- Continue to Focus on:
  - Creating excellent quality of life
  - Destination of choice for talent and investment
  - Engaged employees / excellent service / value for money

Questions
Making a difference...every day!