



REGIONAL MUNICIPALITY OF WATERLOO ADMINISTRATION AND FINANCE COMMITTEE AGENDA

Tuesday, January 11, 2011
11:30 a.m.

(Time is approximate; meeting follows Planning and Works Committee)
Regional Council Chamber
150 Frederick Street, Kitchener, Ontario

1. **DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT**
2. **DELEGATIONS**
3. **REPORTS – Chief Administrative Officer**
 - a) [CA-11-001, 2011-2014 Proposed Strategic Planning Process](#) 1
- REPORTS – Corporate Resources**
 - b) [CR-FM-11-002, Public Art for WRPS Division #3](#) 6
- REPORTS – Finance**
 - c) [F-11-001, Grant Advances for Core Arts and Culture Organizations](#) 9
4. **PRESENTATIONS**
 - a) Finance – Overview of Major Issues and Priorities (*Staff Presentation*)
5. **INFORMATION/CORRESPONDENCE**
 - a) [Council Enquiries and Requests for Information Tracking Sheet](#) 12
6. **OTHER BUSINESS**
7. **NEXT MEETING – January 25, 2011**
8. **ADJOURN**



REGION OF WATERLOO

**OFFICE OF THE CHIEF ADMINISTRATOR
Strategic Planning & Strategic Initiatives**

TO: Chair Tom Galloway and Members of the Administration and Finance Committee

DATE: January 11, 2011

FILE CODE: A26-02

SUBJECT: 2011-2014 PROPOSED STRATEGIC PLANNING PROCESS

RECOMMENDATION:

THAT the Regional Municipality of Waterloo endorse the proposed approach for developing the 2011-2014 Strategic Plan, as outlined in Report CA-11-001.

SUMMARY: Nil

REPORT:

1.0 BACKGROUND

The Region has a practice of developing a new Strategic Plan for each term of Regional Council. There is value both in the process of developing a Strategic Plan, and in the content of the Plan itself. The Strategic Planning process provides an opportunity to consider a broad range of local, provincial, national and global issues and trends that affect this community and this organization. It provides an opportunity for Council to identify priorities, goals and objectives for the next four years, based on input from staff and from the community. The Plan itself provides a common focus for the organization, helps guide the budget process and other decisions, and demonstrates accountability to the community.

In November 2007, Regional Council adopted the Strategic Plan 2007-2010. The priorities and directions included in that Strategic Plan were identified based on significant public and staff consultation and considerable Council discussion during 2007. Based on the input, a framework for the strategic plan was established to ensure effective and efficient management of the priorities.

The main components of this framework include the Region of Waterloo's Vision, Mission, Values; and the Focus Areas, Strategic Objectives and Actions. Despite the challenges over the last four years, the Region made remarkable progress on the objectives and actions set out in the previous Strategic Plan.

With the new term of Council, it is important to update the Region's Strategic Plan to address current issues and challenges. As outlined in a report to the Administration and Finance Committee in September, 2010 (CA-10-007), staff propose to follow a process similar to the 2007-2010 Strategic planning process with more specific recommendations for Council's consideration as detailed in this report.

2.0 VISION, MISSION, VALUES

In developing the previous strategic plan in 2007, considerable input and effort went into developing and articulating the Region's Vision, Mission and Values. Based on extensive input from staff and the community and much discussion by Council, the following were approved:

Our Vision: - Describes the ideal future and what impact the Region wants to have on the community:

Waterloo Region will be an inclusive, thriving and sustainable community committed to maintaining harmony between rural and urban areas and fostering opportunities for current and future generations

Our Mission: - Describes the Region's purpose and why the organization exists:

The Region of Waterloo provides innovative leadership and services essential to creating an inclusive, thriving and sustainable community

Our Values: - Are the guiding principles that help Council and staff achieve the Vision and fulfill the Mission:

At the Region of Waterloo we are committed to:

Service – Satisfy and build confidence

We provide excellent public service and strive to understand and meet the needs of all those we serve

Integrity – Instill Trust

We practice high standards of ethical behaviour and conduct ourselves with an openness and transparency that inspires trust

Respect – Value and recognize

We create an environment where people are included, valued and treated with dignity

Innovation – Make ideas happen

We foster an environment of leadership, excellence and creativity

Collaboration – Involve and engage others

We build internal and external relationships to achieve common goals and resolve differences

Over the last 4 years, staff have done considerable work to integrate the Vision, Mission and Values into various organizational processes including: various master plans and strategies; employee recruitment and selection; staff orientation and training; and performance development. This effort is continuing to shape the culture of the organization.

The Vision, Mission and Values continue to influence a number of significant initiatives, and continue to resonate with Regional staff and our community partners.

For these reasons, staff are recommending that Council re-affirm the current Vision, Mission and Value statements as part of the 2011-2014 Strategic Plan.

3.0 FOCUS AREAS, OBJECTIVES AND ACTIONS

3.1 Focus Areas

Six Focus Areas were identified for the 2007–2010 term of Council as noted below:

1. Environmental Sustainability: Protect and enhance the environment.
2. Growth Management: Manage and shape growth to ensure a livable, healthy, thriving and sustainable Waterloo Region.

3. Healthy and Safe Communities: Support safe and caring communities that enhance all aspects of health.
4. Human Services: Promote quality of life and create opportunities for residents to develop to their full potential.
5. Infrastructure: Provide high quality infrastructure and asset management to meet current needs and future growth.
6. Service Excellence: Foster a culture of citizen/customer service that is responsive to community needs.

It is recommended that Council review the focus areas in light of the most pressing priorities and revise them, if necessary, during the strategic planning process.

3.2 Strategic Objectives

Within each of the six Focus Areas numerous Strategic Objectives were identified in 2007-2010 which defined “what” the Region was trying to accomplish. It is recommended that these strategic objectives be reviewed and new ones created, refreshed and or deleted. Council will need to determine the Strategic Objectives which are the key priorities to focus on based on trends, issues and community needs and it is proposed this occur in Stage 2 as outlined below.

3.3 Actions

Over 95 actions were also included in the 2007-2010 strategic plan, which identified “how” the Region would achieve the Strategic Objectives. The Region’s vision will only be achieved with the selection of actions that meet the most pressing needs of our community. Integration and alignment of these actions is also key as the actions are highly interconnected; the success of one impacts the progress of another. Council will need to determine which actions will be committed to for the 2011-2014 strategic planning process and it is proposed that this occur in Stage 2 as outlined below.

4.0 PROPOSED STRATEGIC PLANNING PROCESS - 2011-2014

It is proposed that the 2011-2014 Strategic Plan build on the successes of the 2007-2010 Strategic Plan. In order to directly align with the annual budget process, four stages are proposed to identify strategic objectives and actions for the 2011-2014 Strategic Plan.

The key element of the Strategic Planning process will be two Council strategic planning sessions. The goal of these sessions will be for Council to consider a broad range of community and staff input regarding issues, trends and community needs, in order to identify priorities and related high-level goals and objectives for the next 4 years. The timing of the first session (**February 18, 2011**) provides an opportunity for Council to have this high-level strategic discussion and identify priorities prior to finalizing the Region’s 2011 budget – which is scheduled to occur in late March, 2011. This helps to ensure alignment between Council’s strategic priorities and budget decisions, and provides guidance and direction to Regional staff early in the Council term. The second session will take place in the spring of 2011 with the ultimate goal of having the Strategic Plan completed by June 2011. This second session may occur in conjunction with a scheduled Council or Committee meeting.

In order to complete the 2011-2014 Strategic Plan the following four stages are proposed:

4.1 Stage 1: Understanding our Current Context – November 2010 – February 2011

In preparation for the Council planning session in February, Regional staff have been compiling information from a variety of sources to help inform these deliberations. This information will be provided to Council prior to and/or during the February session. In this stage, issues and trends, opportunities and challenges will be identified which will provide a context for the planning work in subsequent phases. The information that is currently being compiled includes:

- Waterloo Region Profile, including demographic trends, as well as environmental, social and economic trends and indicators;
- Public telephone survey to gather objective, statistically reliable data regarding quality of life, satisfaction with Regional programs and services, and future priorities. This survey will also inform the Region's Citizen Service/Service excellence initiative.
- Focus groups with various demographic/stakeholder groups, including post-secondary students, and various ethno-cultural groups. These focus groups are also being used to inform the development of the Region's Inclusion and Diversity Strategy.
- On-line survey, also to gather information from the public about quality of life, future priorities, etc., in an efficient, easily accessible way. The on-line survey will also be used to inform both the Citizen Service initiative and the Inclusion and Diversity Strategy.

4.2 Stage 2: Developing our Strategic Objectives and Actions – Feb. 2011 – April 2011

This stage would involve two strategic planning sessions with Regional Council. Based on the input and ideas provided by the community and staff, the goal would be for Council to identify high-level strategic objectives for the 2011-2014 term. The first Council Strategic Planning session has been scheduled for February 18, 2011, so that Council can use these priorities as a basis for making decisions regarding the 2011 budget in March. Based on the strategic objectives, staff would draft priority actions for review and approval by Council at the second Council Strategic planning session which ideally would occur in April 2011.

4.3 Stage 3 – Identifying Progress Indicators for Actions – May 2011 – June 2011

Stage 3 would involve developing progress indicators in order to monitor progress on the objectives and actions over the next four years. An evaluation of the software to track progress of strategic plan actions will also be conducted in order to assess continuation of use for the 2011-2014 Plan. The goal would be to present a final draft of the 2011-2014 Strategic Plan to Council in June, 2011.

4.4 Stage 4 – Communication and Implementation – July 2011 - Ongoing

Stage 4 will ensure that the plan is communicated and understood by community partners, stakeholders and staff through strategic knowledge building, orientation and training, corporate alignment, partnership development and dissemination of the Strategic Plan.

5.0 NEXT STEPS

Staff will continue to plan for Regional Council's Strategic Planning session (February 18, 2011 from 9:00 a.m. to 2:00 p.m. at the Waterloo Region Emergency Services Training & Research Complex (WRESTRC) – Classroom).

During the development of the Strategic Plan, it may be useful to have an informal Steering Committee to provide guidance to staff regarding the planning process, and to act as a sounding board as needed. As with the previous process, staff propose that the Regional Chair and 3 Standing Committee Chairs act as an informal Steering Committee to guide the development of the strategic planning process and the Strategic Plan itself.

CORPORATE STRATEGIC PLAN:

The corporate strategic planning process identified in this report provides a framework to ensure effective and efficient governance which recognizes and responds to the needs of the community through the priorities identified by Council.

FINANCIAL IMPLICATIONS:

The financial implications of the Strategic Plan actions are addressed during the normal budget process and in individual program budgets.

The costs to undertake the activities for the proposed 2011–2014 planning process can be accommodated within existing budgets.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

All Regional Departments will continue to be involved in the development and implementation of the Region's strategic plan.

ATTACHMENTS: Nil

PREPARED BY: *Lorie Fioze*, Manager, Strategic Planning and Strategic Initiatives

APPROVED BY: *Michael L. Murray*, Chief Administrative Officer



REGION OF WATERLOO

**CORPORATE RESOURCES
Facilities Management & Fleet Services**

TO: Chair Tom Galloway and Members of Administration & Finance Committee

DATE: January 11, 2011

FILE CODE: A19-01

SUBJECT: PUBLIC ART FOR WRPS DIVISION #3

RECOMMENDATION:

That the Regional Municipality of Waterloo approve the proposed public art concept for Waterloo Regional Police Division #3 entitled The Lion and the Lamb as outlined in report CR-FM-11-02 dated January 11, 2011.

SUMMARY:

Nil

REPORT:

At the meeting of the Waterloo Regional Police Services Board on January 5, 2011, they reviewed and approved the Jury recommendation for artwork for the new Division #3 building. Ernest Daetwyler had been earlier selected as the artist, and after many collaborative meetings he presented three very viable but different alternative artwork concepts to the Jury (includes WRPS staff, a WRPS Board member, Project Architect and art professionals) for review and selection of a preferred artwork. The concepts varied from traditional to new technology. After much debate and very thorough examination of the three concepts from the viewpoints of public perception, public safety, staff acceptance, stability of technology, innovativeness, clarity of messaging, interactiveness, integration with architecture, attention to requested themes and maintenance longevity, The Lion and the Lamb concept was chosen by the Jury.

Taken from the insignia of the Waterloo Regional Police the two animal figures of the lion and the lamb have been interpreted in a unique and different way by the artist. The powerful and strong, but relaxed lion is posed lying on its side, its tail moving languidly signifying the composure of a contented cat. The newborn lamb, while vulnerably close, is unworried as it looks upon the lion. The animal figures would be cast in life-size and in bronze with blue tone colouring to compliment the window glazing. Seven small trillium flowers will also occupy the scene representing the seven municipal entities in the Region of Waterloo. The bronze figures will occupy a place of prominence integrated into the edge of the walkway to the main door of the building as shown in the attached plan.

The lamb stands for youth, getting its first shaky legs of independence as do many students who enter university life in Waterloo. The lion represents community and establishment, patient to let the youthful lamb explore its independence but watchful and protective. This sculpture represents the community involvement of Police and alludes to the enforcement power available, when required. The sculpture presents an overall positive message with elements of peace, prosperity and protection.

CORPORATE STRATEGIC PLAN:

Inclusion of public artwork in WRPS Division #3 supports the objective to promote art,culture and heritage as contained in Focus Area 2.

FINANCIAL IMPLICATIONS:

The public artwork for Division #3 will cost \$109,000 and be funded from the Public Art Reserve Fund.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

This report has been reviewed by senior WRPS staff and the WRPS Board.

ATTACHMENTS

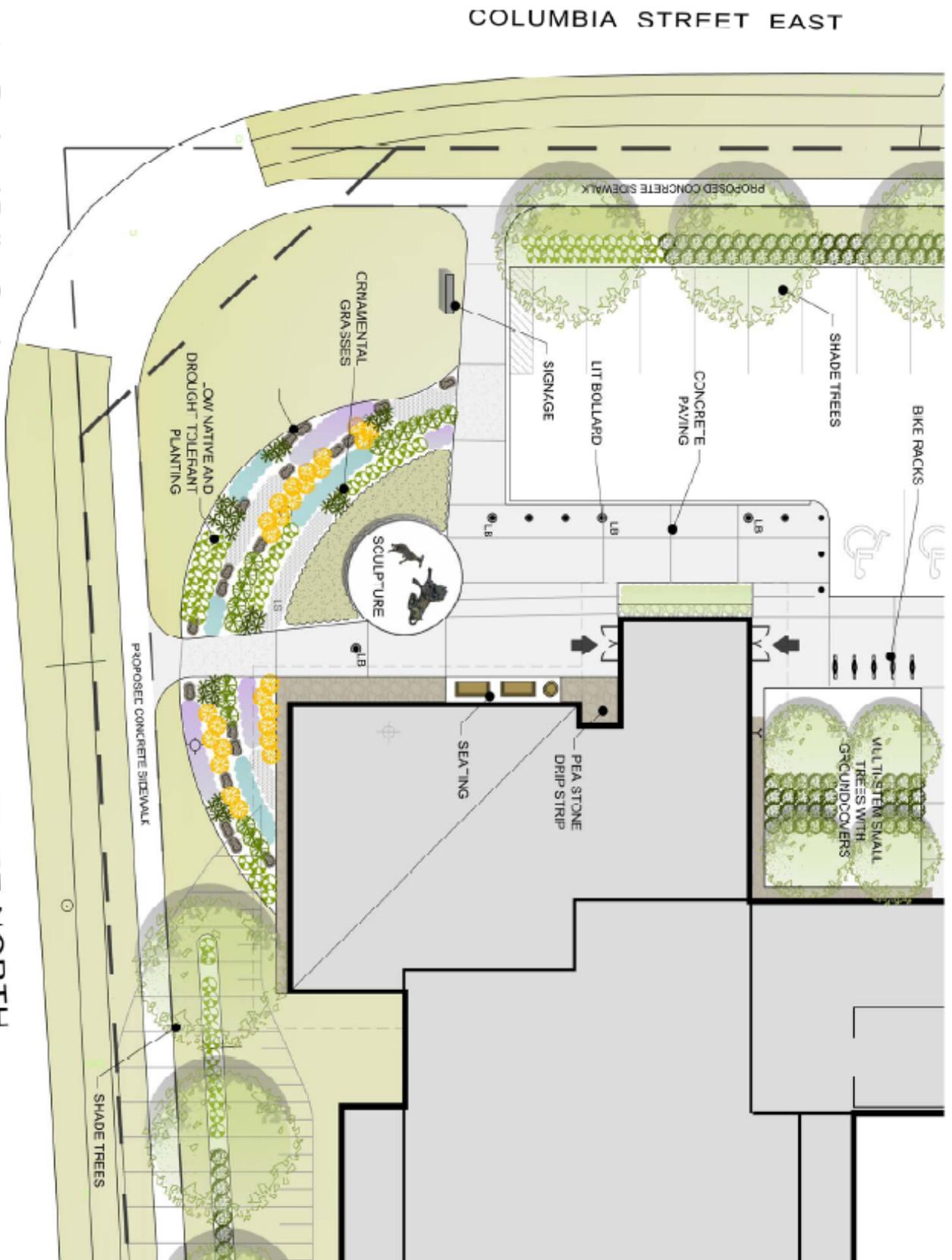
Landscape Concept

PREPARED BY: *Doug Gilmore*, Manager, Facility Asset Planning

APPROVED BY: *Gary Sosnoski*, Commissioner of Corporate Resources

Waterloo Regional Police Services
Division 3
Landscape Concept

WEBER STREET NORTH
Regional Route No. 8



December 23, 2010



REGION OF WATERLOO
FINANCE DEPARTMENT
Treasury Services Division

TO: Chair T. Galloway and Members of the Finance and Administration Committee

DATE: January 11, 2011

FILE CODE: F25-20

SUBJECT: GRANT ADVANCES FOR CORE ARTS AND CULTURE ORGANIZATIONS

RECOMMENDATION:

THAT the Regional Municipality of Waterloo authorize staff to provide 2011 grant advances for core funded arts and cultural organizations that receive an annual grant from the Region in amounts up to one-half of the organization's approved 2010 grant.

SUMMARY:

For both 2009 and 2010, Regional Council approved cash advances on the annual grants received by the core arts and culture organizations. Grants to arts and culture organizations are generally paid at mid-year, however, the Region has recognized that some of the core arts and culture organizations benefit greatly from an advance of a portion of those funds. The advances, which were paid upon written request by the core organizations, provided a portion of the expected annual grant. The balance of the grant was subject to the Region's annual review of grants to arts, culture and community organizations. This report requests authorization of the same for 2011.

REPORT:

Under the Region's policy on Grants to Arts, Culture and Community Organizations, grants to approved groups are typically paid in the second quarter or by mid-year following the annual review and approval process. The Region has recognized that some of the core arts and culture organizations benefit greatly from an advance of a portion of those funds and for the past two years, Regional Council has approved resolutions to provide advances on the anticipated annual grant. For 2009, the resolution was passed at the December 2008 Council meeting. For 2010, the resolution was included with the budget resolutions approved in January of that year. In both cases, staff was authorized to provide the advances for a portion of the anticipated annual grant and the advance payment was made following written request from the organizations. That balance of the grant was then subject to the Region's annual review of grants to arts, culture and community organizations. The core funded arts and culture organizations are those that have received an annual grant over the past years and are anticipated to receive a grant in the coming year. Those organizations are the K-W Symphony, the Museum and the Grand Philharmonic Choir.

Two of the core funded organizations have contacted the Region about similar advances in early 2011. The K-W Symphony has sent a letter of request which is attached to this report while the Museum has made an inquiry via e-mail. Given that 2011 budget approval is not scheduled until March and the annual grants review will follow in the spring, this report is recommending authorization for staff to provide grant advances for the core funded arts and culture organizations in 2011. The advances would be provided upon written request from the organizations in amounts up to one-half of the 2010 grant amount. The annual grants review would then determine the balance of the grant to be paid in 2011. The following table shows the 2010 approved grants for the core arts and culture organizations and the potential 2011 advances.

Core Organization	2010 Approved Grant	Potential 2011 Advance
K-W Symphony	\$300,000	\$150,000
The Museum	300,000	150,000
Grand Philharmonic Choir	28,000	14,000
Total	\$628,000	\$314,000

CORPORATE STRATEGIC PLAN:

Grants provided by the Region promote and enhance arts, culture and heritage and foster economic development as set out in Focus Area Two of the Strategic Plan.

FINANCIAL IMPLICATIONS:

The 2011 base budget includes \$792,000 for grants to arts and culture organizations and funding for the Creative Enterprise Enabling Organization. The 2011 budget issue paper is requesting increased funding for arts and culture organizations to the level of \$1 per capita as recommended by the Prosperity Council.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE: Nil

ATTACHMENTS:

Letter of Request from the K-W Symphony

PREPARED BY: *A. Hinchberger*, Director of Financial Services, Treasury & Tax Policy

APPROVED BY: *L. Ryan*, Chief Financial Officer



KITCHENER-WATERLOO
SYMPHONY
EDWIN OUTWATER · MUSIC DIRECTOR

musicforyou

F-11-001

CONRAD CENTRE FOR THE PERFORMING ARTS
36 King St W Kitchener ON N2G 1A3
519.745.4711 | 888.745.4717
kwsymphony.ca

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DEC 24 2010

OFFICE OF THE REGIONAL CHAIR

Wednesday, December 22, 2010

Regional Chair Ken Seiling
Region of Waterloo
1st Floor, 150 Frederick Street
Kitchener, ON N2G 4J3

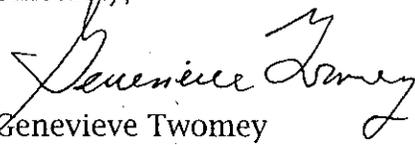
Dear Chair Seiling,

As per our recent conversation, I am writing to make a special request that a portion of funds from the KWS grant be dispersed earlier than scheduled. In 2010 we received \$135,000 in January in advance of final approval of our 2010 grant. If the Region were able to disperse a similar amount in January of 2011 this would assist us with cash flow. Our accumulated deficit of \$632,000 is now just over 10% of our annual operating budget. Receiving these funds early will help to alleviate additional pressures to our organization.

Our plans for 2011 are strong, and our focus is to continue to operate in a healthy and sustainable manner. The Region of Waterloo's financial support along with the already demonstrated public and private support we've seen to date is instrumental in ensuring our continued growth.

Thank you for your continued support.

Sincerely,


Genevieve Twomey
Executive Director

Cc: Mike Murray, Larry Ryan

COUNCIL ENQUIRIES AND REQUESTS FOR INFORMATION**ADMINISTRATION AND FINANCE COMMITTEE**

Meeting date	Requestor	Request	Assigned Department	Anticipated Response Date
04-Mar-08	P&W	Best Value Bidding	Finance/Purchasing	Jan-2011
09-Dec-09	Budget Committee	Comparison of reserves, expenditures and debt-per-capita between Region and comparator municipalities	Finance	Winter 2011
26-Jan-10	Committee	Report on a policy related to development charge grants, exemptions and deferral requests, to include past history/practice, implications, and options.	Finance	Jan-2011
08-Jun-10	A&F	Review current funding for the tax increment grant program, with full range of funding options.	Finance	Winter 2011
23-Nov-10	A&F	Assess the application of the prequalification guidelines (both generals and sub contractors) and report back to A & F after one years experience	Finance	Nov-2011