

# REGIONAL MUNICIPALITY OF WATERLOO ADMINISTRATION AND FINANCE COMMITTEE AGENDA

Tuesday, May 24, 2011  
Immediately following Closed Session  
(Time is Approximate - 11:00 a.m.)  
Regional Council Chamber  
150 Frederick Street, Kitchener, Ontario

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## 1. MOTION TO RECONVENE INTO OPEN SESSION

## 2. DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT

## 3. DELEGATIONS

- a) Re: CC-11-001, Grants to Arts, Culture and Community Organizations – 2011 Allocations
  - i) Bill Poole, Interim Executive Director, and Armin Froelich, Chair of Board, Canadian Clay and Glass Gallery
  - ii) David Marskell, CEO, and David Strucke, Board President, THEMUSEUM

## 4. REPORTS – Grants Committee

- a) [CC-11-001](#), Grants to Arts, Culture and Community Organizations – 2011 Allocations 1

### REPORTS – Regional Chair

- b) [RC-11-002](#), Arts Funding 6

### REPORTS – Finance

- c) [F-11-038](#), 2010 Development Charge Transaction Report 8
- d) [F-11-039](#), Regional Development Charge Rates 17

### REPORTS – Corporate Resources

- e) [CR-IT-11-002](#), ITS Division Reorganization / ITS Review Progress Update 21
- f) [CR-FM-11-013](#), Public Art for Sunnyside Campus 25

## 5. INFORMATION/CORRESPONDENCE

## 6. OTHER BUSINESS

- a) [Council Enquiries and Requests for Information Tracking List](#) 28

**7. NEXT MEETING – June 7, 2011**

**8. ADJOURN**



**REGION OF WATERLOO**

**GRANTS COMMITTEE**

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

**DATE:** May 24, 2011

**FILE CODE:** F25-20

**SUBJECT: GRANTS TO ARTS, CULTURE AND COMMUNITY ORGANIZATIONS – 2011 ALLOCATIONS**

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**RECOMMENDATION:**

THAT the Regional Municipality of Waterloo approve the 2011 grants to Arts, Culture and Community Organizations as recommended by the Grants Committee and outlined in Report CC-11-001 and the attached Appendix 1 & 2 dated May 24, 2011;

AND THAT the Regional Municipality of Waterloo approve the transfer of the balance of funds from the 2011 budget for Arts and Culture grants, in the amount of \$32,000, to the Region of Waterloo Arts Fund and that this transfer of funding be included in the base budget for the Region of Waterloo Arts Fund commencing in 2012.

**SUMMARY:**

This report addresses the recommended 2011 grants under the Region's Grants to the Arts, Culture and Community Organizations Program.

**REPORT:**

The Grants Committee has reviewed the grant applications for 2011 for Arts, Culture and Community Organizations. The 2011 budget for grants to the Arts and Culture Organizations is \$792,000 including an additional \$100,000 approved in the 2011 budget. The 2011 Arts and Culture requests total \$916,814 and include three (3) new applications from the Kitchener-Waterloo Art Gallery, the Canadian Clay & Glass Gallery and the Cantiamo Academy of Choral Music. While this report addresses the request from the Cantiamo Academy of Choral Music, the requests from the Kitchener-Waterloo Art Gallery and the Canadian Clay & Glass Gallery will be discussed in Report RC-11-002.

As part of the 2011 grants process, the Grants Committee met with representatives from the K-W Symphony and THEMUSEUM as well as the Kitchener-Waterloo Art Gallery and the Canadian Clay & Glass Gallery. Representatives from the Cantiamo Academy were invited to meet with the Grants Committee but did not attend.

The Cantiamo Academy of Choral Music is not a designated core group and the Grants Committee is not looking to expand the core Arts and Culture groups at this time. Providing a grant to this group could result in a number of requests from similar organizations that could not be accommodated within the budget. The Grants Committee is not recommending a grant to this organization.

The 2011 budget for grants to Community Organizations is \$302,000. The 2011 Community requests total \$295,619 and includes one new application from Bereaved Families of Ontario-Midwestern Region.

Bereaved Families of Ontario-Midwestern Region is a self-help organization whose purpose is to assist families that have experienced the loss of a loved one so they can return to mainstream life with a sense of healing. The organization is requesting a grant of \$4,000 to upgrade current administrative computer hardware/software that is at maximum capacity. The Grants Committee is not recommending a grant to this organization because it believes that this should be a self supporting organization and the Region generally does not provide grants to self-help organizations.

### 2011 Recommendations

The Grants Committee recommendations for 2011 grants to Arts & Culture Organizations are listed in Appendix 1 and include increased funding for the K-W Symphony and THEMUSEUM. These additional funds reflect Regional Council's effort to increase base funding to them over the past few years in order to make them more sustainable. These recommendations result from the addition of \$100,000 to the Regional budget to be used specifically for the Region's core arts and culture organizations. The link between arts and culture, quality of life and attracting and sustaining a vibrant work force has been recognized by many groups and individuals in the community. The Grants Committee is also recommending that the balance of funds in the budget for Grants to Arts and Culture Organizations, in the amount of \$32,000, be transferred to the Region of Waterloo Arts Fund for 2011 and the transfer be incorporated into the Region's 2012 base budget. The Arts Fund has been overwhelmed with applications which exceed their budget by many times. This money has supported many groups and individuals and leverages many more dollars in the support of the arts.

The Grants Committee recommendations for 2011 grants to Community Organizations are listed in Appendix 2 attached to this report and generally reflect an inflationary increase of 2%. They include increased funding for Leadership Waterloo Region and Telecare Cambridge. The increased funding recommended for Leadership Waterloo Region reflects a recommendation to move funding for this organization to the Region. The work of Leadership Waterloo Region benefits all area municipalities although municipal funding has come from Kitchener, Cambridge, and the Region in varying amounts. Given the Regional scope of the program, it is being recommended that funding be at the Regional level so that all municipalities are contributing proportionally and to end multiple applications to area municipalities.

### **CORPORATE STRATEGIC PLAN:**

Grants to Arts and Culture Organizations align with Focus Area 2 of the Corporate Strategic Plan and the objective to promote and enhance arts, culture and heritage. Grants to Community Organizations do not fall directly under the objectives of the Corporate Strategic Plan however the provision of these grants enhances the social well being of the Region.

### **FINANCIAL IMPLICATIONS:**

The Region's 2011 budget for grants to Arts and Culture Organizations is \$792,000 and \$302,000 for Community Organizations. These numbers do not include the funding which flows to many community groups through health and social service programs and other programs.

The recommended allocations for 2011 for Arts and Culture Organizations, as shown in Appendix 1, total \$760,000 leaving \$32,000 which is recommended to be allocated to the Region of Waterloo Arts Fund. The recommended allocations for Community Organizations, as shown in Appendix 2, total \$301,945 leaving \$55 unexpended for the year. If not otherwise allocated during 2011, this amount would form part of the overall 2011 year end financial position.

**OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**

Finance Department staff coordinates the annual Grants to Arts, Culture and Community Organizations process.

**OTHER:**

Although Councillor Brewer participated in the early meetings of the sub-committee, she was unable to participate in the final meeting.

**ATTACHMENTS:**

Appendix 1 – Arts & Culture Organizations - 2011 Recommended Allocations

Appendix 2 – Community Organizations - 2011 Recommended Allocations

Respectfully submitted,  
The Grants Committee

*Jane Brewer*  
*Jane Mitchell*  
*Ken Seiling*

**The Regional Municipality of Waterloo  
Grants to Arts & Culture Organizations - 2011 Grants Recommended**

Appendix 1  
CC-11-001

	2010 Approval	2011 Requests	2011 Recommended	
<b><u>ARTS &amp; CULTURE</u></b>				
Grand Philharmonic Choir Inc	28,000	30,000	30,000	To provide choral music performances.
K-W Symphony Orchestra Association Inc	300,000	360,000	360,000	Employment of musicians and staff for the 2011 orchestral concert season.
Waterloo Regional Arts Council	31,000			
				Develop and provide school programs, materials & guest leaders for public programs, expanding workshop opportunities, volunteer recruitment & training, and upkeep & rotation of exhibits.
The Museum	300,000	400,000	360,000	
Grand River Film Festival	10,266	10,266	10,000	To provide an annual festival which presents cultural programming.
<b>ARTS &amp; CULTURE (PRIOR RECIPIENTS)</b>	<b>669,266</b>	<b>800,266</b>	<b>760,000</b>	
<b><u>NEW 2011 GRANT APPLICATIONS</u></b>				
Kitchener - Waterloo Art Gallery		71,548	see RC-11-002	To enhance interest in visual art among the public by operating an art museum.
Cantiamo Academy of Choral Music		10,000	0	To provide young adult singers with an opportunity to study and perform classical music.
Canadian Clay & Glass Gallery		35,000	see RC-11-002	To foster interaction among artists and community through art exhibitions.
<b>TOTAL NEW GRANT APPLICATIONS</b>		<b>116,548</b>	<b>0</b>	
<b>TOTAL ARTS &amp; CULTURE GRANTS</b>		<b>916,814</b>	<b>760,000</b>	
<b>BUDGET</b>	<b>669,266</b>	<b>792,000</b>	<b>792,000</b>	
<b>FUNDS REMAINING/(IN EXCESS OF BUDGET)</b>	<b>0</b>		<b>32,000</b>	* to be transferred to the Region of Waterloo Arts Fund

**The Regional Municipality of Waterloo  
Grants to Community Organizations - 2011 Grants Recommended**

Appendix 2  
CC-11-001

	2010 Approval	2011 Requests	2011 Recommended	
<b><u>COMMUNITY REQUESTS</u></b>				
Waterloo Region 4-H Association	2,500	2,500	2,500	To administer and deliver 4-H programs for youth.
Kitchener-Waterloo Multicultural Centre	15,759	16,500	16,074	To provide operating assistance for the fostering of diversity.
Leadership Waterloo Region	23,100	23,700	40,000	To train 20-30 emerging leaders from all sectors in the region and build an alumni of strong community leaders.
Canadian Mental Health Association	23,252	23,252	23,252	Telephone support lines through the Distress Centre of Waterloo Region.
Central Ontario Developmental Riding Program	2,627	3,500	2,679	Therapeutic horse back riding for children with disabilities.
Child Witness Centre of Waterloo Region	8,800	10,000	8,976	Child witness program case workers.
Community Justice Initiatives	19,268	19,653	19,653	Community Mediation Service and training of volunteers.
Food Bank of Waterloo Region	23,113	24,000	23,575	Collect & coordinate the distribution of emergency food throughout Waterloo Region.
Kaljas Homes	(1) 10,814	11,019	11,019	Property taxes for homeless and street persons shelter.
Independent Living Centre				
Program: Community Support Services	4,000	4,500	4,080	To support persons with disabilities to achieve independence and live independently in their community.
Program: Kids on the Block	8,930	9,500	9,109	Disability Awareness Program, including recruiting & training volunteers.
Social Planning Council - Community Information Centre	78,165	80,119	79,728	Maintenance & sharing of the database of comprehensive human services information.
Telecare Cambridge	4,000	6,000	4,600	7 day a week distress hot line.
Volunteer Action Centre of K-W & Area Inc.	26,520	27,250	27,050	Human resource support and volunteer management resources to voluntary organizations and programs in the community.
Waterloo Regional Block Parent Program Inc.	5,000	n/a	n/a	
Wilmot Family Resources Centre, Inc.	14,535	14,825	14,825	Provide programs to youth & teens, resources & support for parents, adults and seniors, an emergency food bank, information & assistance to individuals & families in accessing resources and family events.
Woolwich Community Services	14,535	15,301	14,825	Provide programs, services and support to meet the needs of the Woolwich community, including recruiting volunteers and developing new initiatives.
<b>COMMUNITY GRANTS (PRIOR RECIPIENTS)</b>	<b>284,917</b>	<b>291,619</b>	<b>301,945</b>	
<b><u>NEW 2011 GRANT APPLICATIONS</u></b>				
Bereaved Families of Ontario-Midwestern Region		4,000	0	To assist families that have experienced the loss of a loved one.
<b>TOTAL COMMUNITY GRANTS</b>	<b>284,917</b>	<b>295,619</b>	<b>301,945</b>	
<b>BUDGET</b>	<b>292,734</b>	<b>302,000</b>	<b>302,000</b>	
<b>FUNDS REMAINING/(IN EXCESS OF BUDGET)</b>	<b>7,817</b>		<b>55</b>	

**Notes:**

(1) Kaljas Homes grant is generally the actual amount of property taxes for the year



## REGIONAL MUNICIPALITY OF WATERLOO

### OFFICE OF THE REGIONAL CHAIR

#### REPORT

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**TO:** Chair Tom Galloway, Members of Administration and Finance, &  
Members of Regional Council

**DATE:** May 24, 2011

**SUBJECT:** Arts Funding

**RECOMMENDATION:**

**That the Regional Municipality of Waterloo work in collaboration with the new Creative Enterprise Enabling Organization and area municipalities to review municipal funding for arts and culture in the Region and that the Region maintain its current approach and policies to arts and culture funding until such time as it undertakes any changes which may emerge from such a review and appropriate funding is in place.**

**BACKGROUND:**

The last major revisions to funding for arts and culture took place in the early 2000's when the Region designated core cultural agencies for operating support, rationalized some funding so that art galleries became a local municipal responsibility in terms of operating support, and the Arts Fund was established. In subsequent years, there were some significant changes in the amounts provided but the basic framework remained in place.

As one of the initiatives of the Prosperity Council, additional funding has been provided by some of the area municipalities and the Region together with the creation of the Creative Enterprise Enabling Organization (CEEO) which has as one of its goals to stabilize funding for the arts in the Region and create sustainability in that sector.



As part of these developments, the Region has increased its amount of funding support for its core arts organizations and has provided funding to the CEEO.

Late in 2010, Regional Council approved a one-time grant to the Canadian Clay and Glass Gallery to assist with promotions. During the latest round of grant applications, the Gallery applied for funding support, arguing that the Region should fund galleries despite its current approach and that new money should be allocated to them. The Kitchener-Waterloo Art Gallery also applied for funding, one of their concerns being that if the Region was opening the door to one, it should be opened to others as well. It has also been suggested by one of the other municipal galleries that it would like to be treated equitably.

The Region has not changed its approach to funding galleries nor did it provide funds or create a new envelope to provide for this. It did allocate new money for the support of its designated core agencies together with funding for the new CEEO.

Some members of Regional Council have indicated their support for a review of the Region's funding policies for arts and cultural organizations. It is my understanding that the new CEEO intends to look at the broader question.

It is recommended that the Region work together with the new CEEO and area municipalities to review municipal funding for arts and culture in the Region. Once that review is completed, the Region can then consider whether any changes to its policies and approaches should be made and to review the question of funding any changes. Such an approach would treat all fairly.

I have submitted this as a Chair's report in that Councillor Mitchell has declined to be involved due to a family member being temporarily employed by the Canadian Clay and Glass Gallery. Although Councillor Brewer was unable to attend the final meeting of the Grants Committee, the Committee had discussed this approach and Councillor Brewer was supportive of the review prior to any policy changes or new funding.

Respectfully Submitted,

*Ken Seiling*, Regional Chair

**REGION OF WATERLOO****FINANCE DEPARTMENT  
Financial Services and Development Financing**

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**TO:** Chair T. Galloway and Members of the Administration and Finance Committee**DATE:** May 24, 2011 **FILE CODE:** F27-50**SUBJECT:** 2010 DEVELOPMENT CHARGE TRANSACTION REPORT

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**RECOMMENDATION:**

For Information

**SUMMARY:**

The *Development Charges Act, 1997* (DC Act) requires the Treasurer to submit to Council an annual statement of development charge transactions. The following report provides the details required under the Development Charges legislation. Copies of this report are forwarded to the various local development organizations involved with the Region in the development charge consultation process and to the Minister of Municipal Affairs and Housing.

**REPORT:**Development Charge Reserve Fund Balances

The Regional Development Charge Reserve Fund (RDC Fund) started the year with a balance of \$96.8 million. At the end of 2010, the RDC Fund had a balance of \$97.3 million as a result of the transactions detailed below (see Appendix A). As noted below, collections (including community housing grants) were approximately \$4.4 million lower than capital funding in 2010. The increase in the Reserve Fund results from interest income and funding of exemptions from user rates and property taxes. In 2010, exemptions were approximately \$839,000. Exemptions are funded from user rates and property taxes. The current RDC balances will be drawn down as the expansion capital programs are implemented.

2010 Development Charge Collections

Development charge collections (including community housing grants) in 2010 totaled \$37.2 million, a decrease of approximately 5.8% below 2009 collections of \$39.5 million. Of the total collections, \$25.9 million was attributable to residential developments and \$11.3 million was for non-residential developments (see Appendix B).

2010 Development Charge Capital Appropriations

In 2010, appropriations to finance growth-related capital projects and debt charges totaled \$41.6 million. Table 1 provides a breakdown of 2010 appropriations by service groups (see Appendix B for summary and Appendix C for details by project).

Table 1: 2010 Appropriations to Capital Projects

	2010 Appropriations
Roads Capital Projects	\$15,936,632
Airport Capital Projects	991,380
Water Supply Capital Projects	7,945,319
Wastewater Treatment Capital Projects	14,515,653
Police Capital Projects	688,921
Administration/RGMS Capital Projects	284,629
Library Capital Projects	100,530
Transit Capital Projects	846,928
Debt Charges	334,076
<b>Total</b>	<b>\$41,644,069</b>

### Exemptions

Major exemptions provided in the RDC By-law are downtown core exemption and exemption for Contaminated Sites. The DC Act specifies that any shortfall in development charge revenue resulting from exemptions must be made up from sources other than higher charges on other development. The total cost of development charge exemptions is financed from user rate reserves and property tax levies. Table 2 provides a summary of exemptions applied in 2010.

Table 2: 2010 Exemptions

	<u>Exemptions</u>
Residential	\$ 722,514
Non-Residential	<u>116,512</u>
Total	<u>\$ 839,026</u>

The components of the current year exemptions include approximately \$724,792 related to brownfield site developments, and \$114,234 related to downtown core developments, as provided in the RDC By-law. Approximately \$571K of the exemption costs were funded from property tax (mostly Roads Capital Levy), and \$268K from User Rate Reserve Funds.

### **CORPORATE STRATEGIC PLAN:**

This report supports Focus Area 5 – “Infrastructure” of the Corporate Strategic Plan and specifically Strategic Objective 5.2 in that we ensure that development charges provide stable funding for infrastructure needed to accommodate planned growth.

### **FINANCIAL IMPLICATIONS:**

Development charges are used to fund growth-related capital infrastructure. Existing balances along with future RDC revenues will be utilized to fund approved capital programs in the near to mid-term future and any remaining balances will be factored into the review of the RDC By-law in 2013.

**OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**

A copy of this report will be distributed to the development industry organizations that have been involved with the Region in the development charge consultation process and in accordance with the DC Act to the Minister of Municipal Affairs and Housing.

**ATTACHMENTS:**

Appendix A – Reserve Fund Transactions by Service Category

Appendix B – Summary of Reserve Fund Transactions

Appendix C – Development Charge Appropriations

**PREPARED BY:** *J. Udit*, Financial Analyst

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

**APPENDIX A- F-11-038**

**The Regional Municipality of Waterloo  
Regional Development Charges**

**Reserve Fund Transactions by Service Category**

Fiscal Year 2010	Transportation	Airport	Water & Wastewater	Police	Administration	Facilities	GRCA	RGMS	Library	Transit	EMS	Total Fund
<b>Opening Balance</b> 01-Jan-10	56,302,042	665,877	32,205,959	711,086	326,435	395,260	1,068,796	252,991	132,193	4,557,172	198,396	<b>96,816,207</b>
<b>Contributions</b>												
Collections	21,080,312	632,478	12,011,695	1,028,427	146,384	355,830	0	0	85,575	1,182,729	178,375	<b>36,701,805</b>
Community Housing Grants	318,164	7,475	166,522	15,502	2,208	5,268	0	0	0	21,829	2,599	<b>539,568</b>
Exemptions	485,518	12,761	267,827	23,667	3,372	8,121	0	0	0	33,730	4,030	<b>839,026</b>
Interest Earned	2,423,042	38,335	1,238,973	39,408	11,484	22,120	42,858	6,976	5,539	194,034	11,098	<b>4,033,868</b>
	<b>24,307,037</b>	<b>691,050</b>	<b>13,685,017</b>	<b>1,107,004</b>	<b>163,448</b>	<b>391,338</b>	<b>42,858</b>	<b>6,976</b>	<b>91,115</b>	<b>1,432,323</b>	<b>196,101</b>	<b>42,114,267</b>
<b>Appropriations</b>												
Debt Service					334,076							<b>334,076</b>
Capital Projects	15,936,632	991,380	22,460,972	688,921	50,866	0	0	233,763	100,530	846,928	0	<b>41,309,992</b>
	<b>15,936,632</b>	<b>991,380</b>	<b>22,460,972</b>	<b>688,921</b>	<b>384,943</b>	<b>0</b>	<b>0</b>	<b>233,763</b>	<b>100,530</b>	<b>846,928</b>	<b>0</b>	<b>41,644,069</b>
<b>Closing Balance</b> 31-Dec-10	<b>64,672,446</b>	<b>365,547</b>	<b>23,430,004</b>	<b>1,129,169</b>	<b>104,941</b>	<b>786,598</b>	<b>1,111,654</b>	<b>26,204</b>	<b>122,777</b>	<b>5,142,567</b>	<b>394,497</b>	<b>97,286,405</b>

**APPENDIX B -F-11-038**

**The Regional Municipality of Waterloo  
Regional Development Charges**

**Summary of Reserve Fund Transactions**

Fiscal Year 2010	Residential Collections	Residential Exemptions	Total	Non-Residential Collections	Non-Residential Exemptions	Total	Total Collections	Total Exemptions	Total
<b>Opening Balance</b> 1-Jan-10			58,146,611			38,669,596			<b>96,816,207</b>
<b>Collections:</b>									
January	853,030	0	853,030	19,085	477	19,562	872,115	477	<b>872,592</b>
February	1,059,147	0	1,059,147	373,880	0	373,880	1,433,027	0	<b>1,433,027</b>
March	2,563,367	0	2,563,367	204,832	909	205,742	2,768,199	909	<b>2,769,109</b>
April	2,498,214	34,264	2,532,478	72,488	0	72,488	2,570,702	34,264	<b>2,604,966</b>
May	3,022,551	431,270	3,453,821	1,510,296	6,269	1,516,565	4,532,847	437,539	<b>4,970,386</b>
June	2,447,735	102,792	2,550,527	2,172,676	0	2,172,676	4,620,411	102,792	<b>4,723,203</b>
July	1,986,871	0	1,986,871	1,266,410	68,097	1,334,507	3,253,281	68,097	<b>3,321,378</b>
August	2,539,809	0	2,539,809	1,582,942	32,406	1,615,348	4,122,751	32,406	<b>4,155,157</b>
September	1,773,174	0	1,773,174	1,752,526	0	1,752,526	3,525,700	0	<b>3,525,700</b>
October	1,833,034	0	1,833,034	1,097,028	8,353	1,105,381	2,930,062	8,353	<b>2,938,415</b>
November	1,916,328	154,188	2,070,516	281,039	0	281,039	2,197,367	154,188	<b>2,351,555</b>
December	2,909,951	0	2,909,951	965,392	0	965,392	3,875,343	0	<b>3,875,343</b>
	25,403,210	722,514	26,125,724	11,298,595	116,512	11,415,106	36,701,805	839,026	<b>37,540,831</b>
<b>Community Housing Grants</b>			539,568						<b>539,568</b>
<b>Interest Earned</b>			2,454,285			1,579,584			<b>4,033,868</b>
<b>Appropriations</b>									
Debt Service			243,729			90,348			<b>334,076</b>
Capital Projects			28,092,507			13,217,485			<b>41,309,992</b>
			28,336,236			13,307,833			<b>41,644,069</b>
<b>Closing Balance</b> 31-Dec-10			58,929,952			38,356,453			<b>97,286,405</b>

APPENDIX C - F-11-038

Regional Municipality of Waterloo  
2010 Development Charge Appropriations

Transportation Capital Projects

	DESCRIPTION	Expenditures 2010	Total RDC	Other Sources & Roads Capital Levy Reserve Fund
05110	Victoria Street Edna to Bruce	24,655	24,655	0
05119	RR39 Eagle St Industrial to Concession	165,159	169,467	<4,308>
05204	RR33(Townline) Avenue to Canamera Pkwy	1,283,788	188,735	1,095,053
05274	RR53(Fairway) Zeller to Fountain	10,241,538	10,241,538	0
05337	RR8(King) Eagle Fountain Shantz Hill	226,540	212,579	13,960
05340	RR69 Manitou Dr Bleams to Fairway	18,682	12,023	6,659
05349	RR70(Ira Needles) Victoria to West Hill	28,543	28,543	0
05389	RR9(Erb) Caroline to Menno	18,381	15,624	2,757
05547	RR36(Franklin)Main to Clyde	10,079	10,079	0
05549	RR36(Franklin) Bishop to Hwy 401	242,271	242,271	0
05780	Ira Needles Blvd at Comm Center	1,129,149	141,522	987,627
07066	Transportation Master Plan	139,771	139,771	0
07074	Growth Related Transportation Study	36,467	36,467	0
07087	Road 56 River Road Extension King to Wilson	57,350	57,350	0
07097	Development Turn Lanes to be Identified	33,416	30,527	2,890
07098	Road 4 Ottawa King St to Mill St	16,440	13,974	2,466
07101	RR8(Weber)Victoria to Guelph St	1,002,281	880,158	122,123
07103	RR15(King) Highway 85 Improvements	25,125	32,205	<7,080>
07115	RR38 (Maple Grove) Fountain to Cherry Blossom	1,591,740	1,591,740	0
07116	RR38(Maple Grove) Beaverdale to Fountain	162,014	162,014	0
07118	RR29(Lancaster) to Bridge RR52	79,755	79,755	0
07121	RR58(FischerHallman)Bleams to Activa	30,323	30,323	0
07128	EA-S.Boundary Rd,Water to Dundas	208,579	208,579	0
07152	RR36(Franklin)Myers to Pinebush	97,627	97,627	0
07166	RR28(HomerWatson) at Blockline	95,736	95,736	0
07168	RR39(Pinebush)at Thompson Dr	120,351	120,351	0
07171	RR53(Courtland)at Blockline	38,019	38,019	0
07178	Roundabout Education Program	44,721	44,721	0
07180	Pre and Post Construction-Expansion	25,512	25,512	0
07185	RR24(Hespeler)at Queen/Beaverdale	57,585	57,585	0
07190	RR86(Church) at Snyder	399,508	399,508	0
07193	RR8(Coronation) Mgmt Study	21,039	21,039	0
07227	Transportation Urban Design	42,886	42,886	0
07240	RR4(Ottawa) Study Elmsdale to Imperial	128,321	184,800	<56,478>
07243	Margaret at Union	70,824	70,824	0
07261	RR86 (Church) at Arthur (RR 21)	324	94,999	<94,675>
07272	RR4 and RR70, Ottawa at Trussler	11,511	11,511	0
07281	RR97 Cedar Creek at Earl Thompson	68,790	68,790	0
05483	RR5(Manser) Linwood to Adelaide, RR17 (Ament) Manser	1,885,908	12,479	1,873,429
05491	RR12 New Dundee Bridge Queen and Main	2,062,738	84,877	1,977,860
09025	Growth Related Traffic Signal Mod	40,901	40,901	0
09576	Fischer-Hallman, Bearinger at Laurelwood	25,325	25,325	0
09608	Ottawa St S at David Bergy Rd	62,376	62,376	0
09609	Ottawa St S at Trussler Rd	26,147	26,147	0
09615	RR15 (King St) at Marshall St	14,893	14,893	0
	<b>Misc projects with RDC funding under \$5,000</b>	1,675,039	34,394	1,640,645
	<b>Adjustment to revise prior year project financing</b>	1,069,707	<288,568>	1,358,275
	<b>2010 TRANSPORTATION PROJECTS</b>	<b>24,857,835</b>	<b>15,936,632</b>	<b>8,921,203</b>

APPENDIX C - F-11-038

Regional Municipality of Waterloo  
2010 Development Charge Appropriations

Water Capital Projects

	DESCRIPTION	Expenditures 2010	Total RDC	Other Sources incl. Water Reserve Fund
04018	Middleton System Upgrades	6,086,980	1,728,702	4,358,278
04056	Victoria Street WM	1,086,831	1,086,831	0
04722	Wilmot Line WM Erb St Vista Hills	548,454	548,454	0
04978	Well Upgrades K11 and WY6	516,718	516,718	0
04940	Kitchener/Waterloo Zone 6 Reservoir	479,328	479,328	0
04135	Well Optimization & Upgrades	1,470,824	428,010	1,042,814
04893	Facilities Upgrades	1,456,673	423,892	1,032,781
04126	Source Protection Monitoring	1,242,063	361,469	880,593
04083	New Watermains	181,754	181,754	0
04129	Toilet Replacement Program	345,400	172,700	172,700
04125	Source Protection Technical Assessment	544,922	158,572	386,350
04015	Waterloo North Water Supply System	157,310	157,310	0
04134	Maple Grove Area Water Supply System	134,265	134,265	0
04904	LTWS Aquifer Storage Recovery Stages 1&2	127,457	127,457	0
04156	Kitchener Zone(s) 2/4 Distribution Upgrades	121,149	121,149	0
04969	SCADA Communications Strategy	400,139	116,440	283,698
04711	Townline Rd (Saginaw-Pinebush)	104,482	104,482	0
04006	Source Water Implementation	356,971	102,128	254,843
04121	Baden/New Hamburg Master Plan Update	96,291	96,291	0
04943	Water Efficiency Outdoor Water Use	187,295	93,382	93,912
04014	Integrated Urban Groundwater Support	89,990	89,990	0
04864	Water Efficiency - ICI Programs	163,117	81,558	81,558
04112	Building Upgrades	270,126	78,607	191,519
04009	Tri-City Distribution Study	72,169	72,169	0
04968	Mannheim Storage and Mtce Facility	238,118	69,292	168,826
04017	Greenbrook System Upgrades	292,875	64,300	228,575
04024	Mannheim WTP RMP Supernatant	189,350	53,775	135,574
04920	Strange St Upgrades	171,815	48,796	123,020
04124	Source Protection Planning	160,133	46,599	113,534
04154	Fuel Storage Compliance Upgrades	146,897	42,747	104,150
04157	Water Supply Operations Master Plan	144,022	40,902	103,120
04099	Greenbrook Dioxane Monitoring Program	133,592	38,875	94,717
04903	PS and Reservoir Decommissioning	127,941	37,231	90,710
04863	CMMS	123,112	35,825	87,286
04001	Regional Models Calibration	111,980	32,586	79,394
04070	Glasgow Street Belmont Avenue	86,658	24,611	62,047
04097	Water Supply Upgrades	72,841	21,197	51,645
04120	Facility Replacement Update	66,832	19,448	47,384
04149	GW SW Assessments	60,613	17,638	42,974
04911	MOE Regulatory Requirements	54,108	15,745	38,363
04082	Watermain Upgrades	46,208	13,446	32,761
04908	Baden Tower Upgrade	33,485	13,360	20,124
04106	Wells W6/W8 Class EA	44,234	12,562	31,671
04113	Valve Upgrade Program	40,243	11,429	28,814
04105	Well K36 Treatment Upgrade	34,435	9,779	24,655
04944	Hidden Valley Upgrades	33,602	9,543	24,059
04871	Beaverdale WM Cambridge	9,200	9,200	0
	<b>Misc Projects with RDC funding under \$5,000</b>	98,934	21,157	77,778
	<b>Adjustment to revise prior year project financing</b>	305,880	<226,385>	532,265
	<b>2010 Water Projects</b>	19,067,812	<b>7,945,319</b>	11,122,493



APPENDIX C - F-11-038

Regional Municipality of Waterloo  
2010 Development Charge Appropriations

Wastewater Capital Projects

DESCRIPTION		Expenditures 2010	Total RDC	Other Sources & Wastewater Reserve Fund
08001	Elmira & St Jacobs Equalization Tanks	938,937	938,937	0
08242	Hespeler Process Upgrades & Expansion	145,117	61,385	83,733
08255	Preston Biosolids Digester	123,674	29,434	94,240
08270	Biosolids Masterplan Update	386,829	111,794	275,036
08279	SCADA System	97,265	28,109	69,155
08281	River Sampling Program	275,729	79,686	196,043
08286	Baden New Hamburg MP Update	104,537	104,537	0
08288	Other Studies	78,862	22,791	56,071
08289	Galt Process Upgrades & Expansion	40,788	11,502	29,286
08294	Woolwich Wastewater Master Plan	36,451	36,451	0
08300	Waterloo Outfall Upgrades	38,119	13,037	25,082
08303	Kitchener Biosolids Upgrades	12,894,948	3,894,274	9,000,673
08305	WWTP Upgrades	91,534	26,453	65,081
08306	Infiltration/Inflow Projects	122,600	122,600	0
08307	Kitchener/Waterloo Infrastructure Upgrades	383,166	105,371	277,795
08308	Cambridge Infrastructure Upgrades	172,916	45,650	127,266
08309	Rural Infrastructure Upgrades	407,342	196,339	211,003
08310	Sewage PS Infrastructure Upgrades	36,157	10,449	25,708
08312	SCADA Upgrade - Preston & Galt	5,024,324	484,010	4,540,314
08313	Galt Digester Upgrade	3,439,401	323,304	3,116,097
08314	Hespeler Pumping Station Replacement	4,921,696	693,959	4,227,737
08750	Rural Water Quality Program	300,000	86,700	213,300
08797	Kitchener Process upgrades	2,647,536	799,556	1,847,980
08809	Waterloo WWTP Process Upgrades	17,343,735	5,931,557	11,412,178
08820	Galt Biosolids Upgrades	29,297	8,262	21,035
04129	Toilet Replacement Program	345,400	172,700	172,700
04864	ICI Education Development	163,117	81,558	81,558
04943	Outdoor Water Use By Law Dev	187,295	93,382	93,912
	<b>Misc Projects with RDC funding under \$5,000</b>	45,169	1,867	43,302
<b>2010 WASTEWATER PROJECTS</b>		<b>50,821,938</b>	<b>14,515,653</b>	<b>36,306,285</b>

**APPENDIX C - F-11-038**

**The Regional Municipality of Waterloo  
2010 Development Charge Appropriations**

<b>Administration Capital Projects</b>				
<b>Project #</b>	<b>Description</b>	<b>Expenditures 2010</b>	<b>Total RDC</b>	<b>Other Financing</b>
22007	Regional Smart Growth Initiative	41,080	36,972	4,108
60005	RDC By-Law	15,438	13,894	1,544
		<b>56,518</b>	<b>50,866</b>	<b>5,652</b>

<b>RGMS Capital Projects</b>				
<b>Project #</b>	<b>Description</b>	<b>Expenditures 2010</b>	<b>Total RDC</b>	<b>Other Financing</b>
22007	Regional Smart Growth Initiative	211,317	190,186	21,132
22021	Watershed Growth Studies	44,705	40,235	4,471
22022	Other Growth Studies	3,714	3,343	371
		<b>259,737</b>	<b>233,763</b>	<b>25,974</b>

<b>Airport Capital Projects</b>				
<b>Project #</b>	<b>Description</b>	<b>Expenditures 2010</b>	<b>Total RDC</b>	<b>Other Financing</b>
03542	Runway 08 Approach Lighting	245,798	52,798	193,000
03544	Sanitary Forcemain Servicing	36,183	16,283	19,900
03562	Leased Land Development - Phase 4	774,066	706,095	67,971
03564	Drain	240,227	216,204	24,023
		<b>1,296,274</b>	<b>991,380</b>	<b>304,894</b>

<b>Police Capital Projects</b>				
<b>Project #</b>	<b>Description</b>	<b>Expenditures 2010</b>	<b>Total RDC</b>	<b>Other Financing</b>
50019	Exp/Renov'n of Police HQ (recovery of prior oversized)	0	447,410	0
50022	Replacement of Div 3 Waterloo (recovery of oversized)	400,055	148,631	251,424
op 052514	2 New Police cruisers - increase to fleet	100,000	92,880	7,120
		<b>500,055</b>	<b>688,921</b>	<b>258,544</b>

<b>Library Capital Projects</b>				
<b>Project #</b>	<b>Description</b>	<b>Expenditures 2010</b>	<b>Total RDC</b>	<b>Other Financing</b>
20002	2010 Library Holdings	111,700	100,530	11,170

<b>Transit Capital Projects</b>				
<b>Project #</b>	<b>Description</b>	<b>Expenditures 2010</b>	<b>Total RDC</b>	<b>Transit Capital/Other</b>
66062	Strasburg Road Garage Expansion	1,780,772	357,044	1,423,728
66071	AVL / APC Technology	2,448,668	489,884	1,958,784
	<b>TOTAL APPROPRIATIONS</b>	<b>4,229,440</b>	<b>846,928</b>	<b>3,382,512</b>

**2010 Development Charge Debt Service**

<b>Project #</b>	<b>Description</b>	<b>Expenditures 2010</b>	<b>Total RDC</b>	<b>Other Financing</b>
	Administration Building	334,076	334,076	0



**REGION OF WATERLOO**

**FINANCE DEPARTMENT  
Financial Services and Development Financing**

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

**DATE:** May 24, 2011 **FILE CODE:** F27-03

**SUBJECT: REGIONAL DEVELOPMENT CHARGE RATES**

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**RECOMMENDATION:**

THAT the Regional Municipality of Waterloo defer the Regional Development Charge By-law Review until 2012.

**SUMMARY:** Nil

**REPORT:**

**Background**

Council considered and approved Report F-09-062 and the Regional Development Charge (RDC) By-law 09-024 on June 16, 2009 and the By-law was effective on August 1, 2009. The RDC By-law will expire, as required by the *Development Charges Act*, after five years, on July 31, 2014. Council approved the following recommendation regarding the RDC By-law:

“THAT having reviewed the development charge rates and determined the rates to be included in the development charge by-law, now direct staff to monitor the development charge collections and capital program expenditures, and taking into account the economic conditions and development activity, and report back annually on any shortfalls which may result to assist Council in determining the sufficiency of the rates established under the development charge by-law and the appropriateness of re-opening the by-law at that time, with the first report not later than June 2010.”

This is the second annual report as required by Council's direction.

The first report back was Report F-10-053, considered by Administration and Finance Committee on June 8, 2010, at which time it was approved that the Region undertake a development charge by-law review during 2011.

Staff has completed an updated cash flow analysis on all projects for the period 2011-14, including estimates of revenue collection and project expenditure and the results are presented in this report.

**Collections and Project Funding from RDC in 2010**

In Report F-11-038 on today's A&F Committee agenda, staff tabled the annual information report on collection of development charges and funding for capital projects in 2010. Collections for 2010 are reported at \$37.2 million which is less than the estimated cash flow from the background study. In 2010, development charges provided funding for capital projects totaling \$41.6 million, which was significantly less than the predicted funding requirements. Together with interest earned and the opening balance in the development charge fund, the closing balance at December 31, 2010 in the fund was \$97.3 million.

## Development Charge Collections in 2011

Development charge collections in 2011 are being experienced at a rate that exceeds the 2010 collections. For the first four months of 2011, collections total \$9.5 million, compared to \$8.2 million at the end of April 2010, a 17% increase. In 2011, the development charge rate for a single detached dwelling is \$12,377 which is 1% higher than the comparable rate for that period in 2010 of \$12,254 and 36% higher than the rate in 2009. As collections for the four month period are higher than the rate increase, building activity is continuing at a strong pace for 2011. The Canada Mortgage and Housing Corporation was predicting that housing starts will decline slightly at the beginning of 2011 and then continue stronger towards the end of the year in the Kitchener-Waterloo-Cambridge Census Metropolitan Area. While development activity has remained strong in the early months of the year, it is difficult to predict with any certainty the final revenue for 2011.

## Capital Program Expenditures

The development charge rate was set in 2009 by including an unspecified deferral of 10% of capital projects in the hard services for the ten year planning horizon for the background study. The hard services are transportation (roads), water and wastewater projects. As the deferral was for unspecified projects, the capital budget approved for the By-law was not changed. It was concluded that the Region would complete a maximum of 90% of the projects included in the approved capital program.

In April 2011, staff again reviewed the capital program projects funded by development charges and prepared an overall cash flow projection from 2011-2014 for the program. In addition, the 10 largest projects in roads, water and wastewater were reviewed individually with project managers to determine more precise cash flow projections for the same period, and these cash flow projections are shown in Appendix A.

## Cash Flow 2011-2014

Finance staff completed the cash flow analysis on all projects for the period 2011-14 based on the estimates of development activity in the background study and the rates set in the By-law, and an estimate of 90% of all capital projects being completed in the year they are included in the capital program. A number of projects may be deferred or advanced as the Region considers and approves each year's revisions to the capital program during the budget process. The consolidated cash flow is shown in Table 1 below:

Table 1  
RDC Fund  
Consolidated Cash Flow 2010-2014

\$ in millions	2010 Actual	2011 Projected	2012 Projected	2013 Projected	2014 Projected
Opening Balance	\$96.8	\$97.3	\$26.8	\$5.0	(\$25.1)
Development Charge Collections and Interest	+ \$42.1	+ \$42.1	+ \$46.3	+ \$51.0	+ \$56.0
Project Funding Requirements	- \$41.6	- \$112.6	- \$68.1	- \$81.1	- \$104.6
Closing Balance	\$97.3	\$26.8	\$5.0	(\$25.1)	(\$73.7)

This cash flow projection indicates that revenues will not provide sufficient funding for all capital

projects which are planned for completion in 2013 and thereafter. To ensure funding is available to complete the capital program planned, the Region will need to consider issuing debentures for the projects in 2013 and recover the debt charges from development charges collected in the future or undertake a review of the development charge rates earlier than the expiry of the By-law in 2014.

### **Conclusions**

Staff will continue to monitor the development charge collections and capital program expenditures during 2011 and update the cash flow projections as required. At this time, staff has reviewed the previous recommendation to undertake a background study in 2011, as the economy has not fully recovered and the development charge fund has sufficient funding for 2011 and 2012 as indicated by the projected cash flow.

However, it is expected that additional funding will be required in 2013 to meet the capital program's budgeted expenditures and that the Region will be required to increase development charge rates in sufficient time to meet the funding needs. Staff now recommends that the Region plan to complete a development charge review during 2012 to determine the appropriate development charge rates at that time. Completing the review during 2012 will provide sufficient lead time to set development charge rates to fund the growth capital projects for the period 2013-14 and beyond.

### **Other RDC Issues**

Staff will be reporting back to Committee in June on a policy related to development charge grants, exemptions and deferral requests, including past history/practice, implications, and options.

### **CORPORATE STRATEGIC PLAN:**

The Regional Development Charges By-law supports Focus Area 5 – Infrastructure: Provide high quality infrastructure and asset management to meet current needs and future growth by ensuring adequate infrastructure capacity to meet current needs and planned growth and developing RDC policies to provide stable funding for growth-driven infrastructure.

### **FINANCIAL IMPLICATIONS:**

The Regional Development Charge is a significant component of the Region's Capital Financing Program. Over the period from 2011-14, it is anticipated that the Regional Development Charge will fund approximately \$366 million of the projected capital costs for that period. While the development charge rates are significant, the taxpayer, through property taxes and user rates, contributes a significant amount of the remainder of the capital costs to be incurred during this time frame.

### **OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**

All departments provided input to the cash flow projections used in this report.

### **ATTACHMENTS:**

Appendix A – Cash Flow for Select Roads, Water and Wastewater Projects

**PREPARED BY:** *C. Barrett*, Director, Financial Services & Development Financing

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

## Appendix A

2011-2014 Projects with the Highest Funding Requirements						
Transportation						
(\$000)						
Project #	Description	2011	2012	2013	2014	Total
5274	REG. RD. 53 (FAIRWAY ROAD EXTENSION), W. OF ZELLER DR. TO FOUNTAIN ST.(RR17)	24,911	7,650	450	0	33,011
5549	REG. RD. 36 (FRANKLIN BOULEVARD), BISHOP ST. (RR41) TO HWY. 401	790	990	9,630	1,008	12,418
5368	REG. RD. 36 (FRANKLIN BOULEVARD), AVENUE RD. TO BISHOP ST. (RR41)	797	1,364	8,640	990	11,790
5441	REG. RD. 15 (KING STREET) AT CN RAIL CROSSING - SUBWAY INSTALLATION NET OF 15% COST SHARING	198	198	990	7,425	8,811
7134	REG. RD. 56 (BLEAMS ROAD), WILSON AVE. TO MANITOU DR. (RR69)	0	450	450	7,380	8,280
5547	REG. RD. 36 (FRANKLIN BOULEVARD), MAIN ST. (RR97) TO CLYDE RD. (RR27)	234	261	909	6,030	7,434
5548	REG. RD. 36 (FRANKLIN BOULEVARD), CLYDE RD. (RR27) TO AVENUE RD.	198	918	945	4,734	6,795
5119	REG. RD. 39 (EAGLE STREET), 200M WEST OF INDUSTRIAL TO CONCESSION RD.	1,691	574	383	3,978	6,625
7101	REG. RD. 8 (WEBER STREET), VICTORIA ST. (RR55) TO GUELPH ST.	1,148	765	765	3,825	6,503
7087	REG. RD. 56 (RIVER ROAD EXTENSION), KING ST. (RR8) TO WILSON AVE.	180	180	900	4,500	5,760
	<b>Total</b>	<b>30,146</b>	<b>13,349</b>	<b>24,062</b>	<b>39,870</b>	<b>107,427</b>
Water						
(\$000)						
Project #	Description	2011	2012	2013	2014	Total
4940	Kitchener / Waterloo Zone 6 Reservoir	2,314	3,645	1,800	0	7,759
4015	Waterloo North Water Supply System	489	450	2,250	3,150	6,339
4156	Kitchener Zone(s) 2/4 Distribution Upgrades	161	1,980	1,710	1,530	5,381
4134	Maple Grove Area Water Supply System	856	270	450	2,250	3,826
4893	Facilities Upgrades	314	524	1,048	1,571	3,457
4018	Middleton System Upgrades	1,920	1,099	204	0	3,224
4161	Kitchener Zone 4 Feeder Upgrades	135	180	450	2,340	3,105
4904	LTWS ASR Stages 1 + 2	180	900	1,800	90	2,970
4086	Baden New Hamburg Loops	116	630	1,350	360	2,456
4014	Integrated Urban System Groundwater Supply	1,184	675	450	0	2,309
	<b>Total</b>	<b>7,669</b>	<b>10,353</b>	<b>11,512</b>	<b>11,291</b>	<b>40,825</b>
Wastewater						
(\$000)						
Project #	Description	2011	2012	2013	2014	Total
8797	Kitchener Process Upgrades	5,684	5,708	7,067	15,221	33,679
8809	Waterloo Process Upgrade	11,006	9,696	7,972	1,693	30,366
8303	Kitchener Biosolids Upgrade	3,997	815	0	0	4,812
8242	Hespeler Process Upgrades & Expansion	153	1,142	1,332	647	3,274
8309	Rural Infrastructure Upgrades	1,027	1,301	651	217	3,196
8001	Elmira & St. Jacobs Equalization Tanks	2,038	180	0	0	2,218
8307	Kitchener & Waterloo Infrastructure Upgrades	446	248	248	248	1,188
8308	Cambridge Infrastructure Upgrades	309	238	238	238	1,022
8278	Laboratory Upgrades & Expansion	75	0	130	780	986
8317	Baden/New Hamburg Expansion	135	315	180	270	900
	<b>Total</b>	<b>24,868</b>	<b>19,643</b>	<b>17,817</b>	<b>19,313</b>	<b>81,641</b>
		<b>62,683</b>	<b>43,345</b>	<b>53,391</b>	<b>70,475</b>	<b>229,893</b>



**REGION OF WATERLOO**

**CORPORATE RESOURCES  
Information Technology Services**

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

**DATE:** May 24, 2011

**FILE CODE:** A03-90

**SUBJECT: ITS DIVISION REORGANIZATION / ITS REVIEW PROGRESS UPDATE**

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**RECOMMENDATION:**

For Information

**SUMMARY:**

This following report provides an overview of recently completed ITS Division Reorganization (in accordance with HR Policy V -12- Corporate Reorganization). A copy of the new organization chart is attached. The report also provides a further update on progress in implementing the recommendations of the IT Program Review, along with some of the activities for the remainder of the year. It is expected that the majority of the Review implementation components will be completed by the end of 2011.

Beginning in 2012, the Director of ITS will present an annual information report highlighting IT activity and performance in areas involving innovation, collaboration, and service effectiveness. These reports will be aimed at showcasing improvements in IT planning, the use of information technology and related service enhancements, as well as the progress of the ITS Division in becoming more of a strategic partner and technology leader within the broader organization.

**REPORT:**

In 2009 a Program Review was initiated for the Information Technology Services Division (ITS). A report on the findings and recommendations was presented to Audit Committee on June 29, 2010. The recommendations were accepted in principle subject to any required budget approvals. One of the major Review recommendations involved a reorganization of the ITS Division to: more directly align ITS services with business needs; facilitate longer range technology planning; insure systems and solutions remain reliable and are strategically aligned, integrated and leveraged to maximize service and cost effectiveness.

The reorganization resulted in:

- Creation of a new section devoted to client service and technology planning;
- Incorporation into the ITS Division of the EIS Systems Automation and Integration staff formerly in Social Services;
- Creation of a Business Relationship Management unit responsible for working with clusters of Departments in identifying business needs, innovation opportunities and technology solutions that are appropriately integrated and aligned;
- Repurposing of several existing positions within ITS to provide more depth of support in higher risk areas such as Database Administration, Exchange and the Region's electronic document management system;



Benefits of the new organization structure include:

- Enhanced technical support for critical systems to insure the ongoing reliability of our IT infrastructure and systems;
- Enhanced ability to manage internal client relationships to work more effectively with business units in all areas of the organization and to insure the appropriate integration and alignment of systems to minimize duplication and increase cost effectiveness;
- Increased ITS technical service capacity and more efficient corporate-wide use of ITS staff resources and expertise;
- Increased capacity to focus on innovation opportunities within the Region and to build partnerships with the larger technology community;
- Improved ability to manage the Region's overall technology project portfolio to insure the most strategically important projects are appropriately resourced and addressed in a timely manner.

All FTEs in the new organization structure are either existing positions, positions approved as part of the 2011 budget, vacant positions which have been restructured/ repositioned to better align with Program Review requirements.

#### Overall Review Implementation- Progress Update

- Hired new ITS Director;
- EIS Systems Automation and Integration staff (6 FTE) transferred to the ITS Division;
- Created and hired new Manager of Client Service & IT Planning (from existing vacancy);
- Hired new Manager of Corporate Solutions (existing position modified);
- ITS Division Restructuring completed and communicated;
- Business Relationship Manager (BRM) positions created and posted (2 FTEs approved in 2011 budget; one vacancy used and another existing position repurposed).

#### Planned Next Steps (3<sup>rd</sup> and 4<sup>th</sup> Quarters of 2011)

- Hire the BRM positions;
- Complete corporate GIS Strategy to establish organization-wide GIS direction and implement the approved recommendations of the consultant study;
- Complete implementation of all ITS governance recommendations including the creation, communication and integration of ITS mandate, ITS business model, and corporate IT principles;
- Integration of the Business Relationship Manager (BRM) model and positions throughout the organization;
- Strike the cross-Department IT Steering Committee to assist in prioritizing IT projects;
- Develop and administer an ITS service satisfaction survey to assist in measuring service effectiveness and client satisfaction;
- Enhance and expand ITS performance effectiveness measures and develop performance standards and targets;
- Implement a standard IT Project Management Methodology for initiating, approving and managing information technology projects organization-wide;
- Identify and begin pursuing opportunities for innovation partnerships with the local technology community.

**CORPORATE STRATEGIC PLAN:**

The implementation of the recommendations of the ITS Program Review relates to Focus Area 6 (Service Excellence). Specifically, Objective 6.3 which ensures that Regional programs and services are responsive, efficient, effective and accountable to the public.

**FINANCIAL IMPLICATIONS:**

The ITS reorganization is FTE neutral, and all related staffing costs are being accommodated within the approved 2011 ITS budget. Transition costs funded from the Computer Equipment Reserve, and on-going costs for two of the four Business Relationship Manager (BRM) positions were approved as part of 2011 Regional budget. The repositioning of the EIS Automation and Systems Integration section is being accommodated through a transfer of FTE's and budget dollars with no impact on the tax levy.

**OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**

The ITS Division has been working with the Human Resources Department to assist with the change management processes and any items having a staffing impact. GIS user departments have participated in the activities surrounding the corporate GIS Strategy development. Other Regional departments will be engaged further as implementation progresses.

**ATTACHMENTS:**

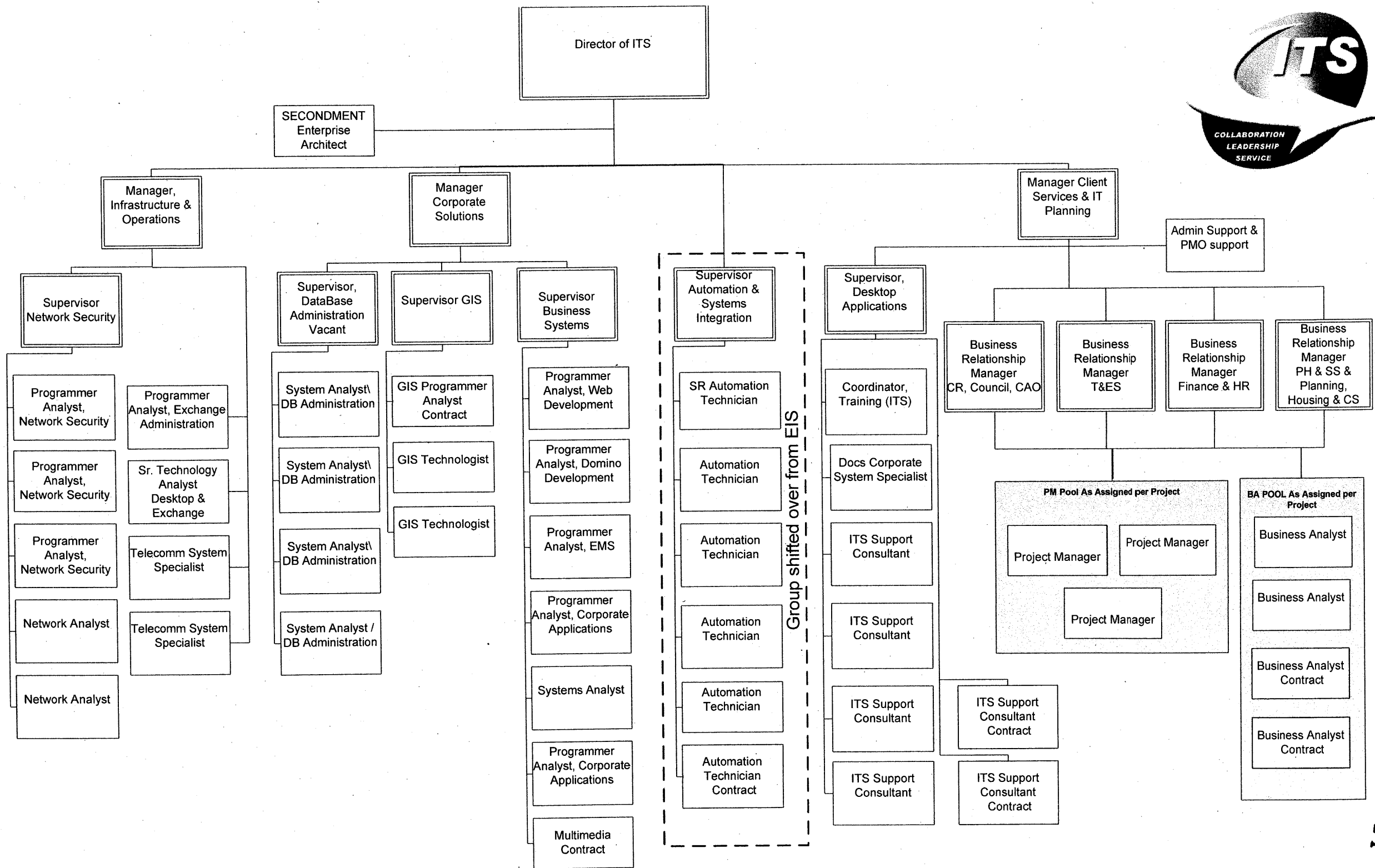
New ITS Division organization chart

**PREPARED BY:** *Arlene McDonald*, Director Information Technology Services

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



024



Group shifted over from EIS

024



**REGION OF WATERLOO**

**CORPORATE RESOURCES  
Facilities Management and Fleet Services**

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

**DATE:** May 24, 2011

**FILE CODE:** A19-01

**SUBJECT: PUBLIC ART FOR SUNNYSIDE CAMPUS**

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**RECOMMENDATION:**

THAT the Regional Municipality of Waterloo approve the selection of Tree of Life by Ernest Daetwyler as the artwork for the Sunnyside Campus as outlined in report CR-FM-11-013 dated May 24, 2011.

**SUMMARY:**

NIL

**REPORT:**

On August 10, 2010 Regional Council approved an artwork project with a budget of up to \$125,000 for the Sunnyside Campus. The call for interested artists was issued nation wide. From the artists who submitted four were chosen for the short list by a five person jury and asked to make more detailed proposals including maquettes. The maquettes were displayed for public comment at Administrative Headquarters and Sunnyside Home for a total of two weeks. The comments received were copied and made available to the jury members.

The jury met on May 3, 2011 and interviewed each of the artists. After careful, thorough and far reaching discussion the jury selected Tree of Life by Ernest Daetwyler as their recommendation to Regional Council.

As shown in the attached picture this artwork is an intricate tree with its branches and roots fused together to create a sun type sphere. It represents a senior person's maturity and wisdom, the fertility and growth of new mothers and children, the renewal of life and the immortality of human existence. This artwork's trunk and branches reach down towards us penetrating the worlds of spirit, psyche and human existence, yet it also flows up reaching skyward as it loses leaves and grows new ones. In addition, the spherical shape representing the sun evokes feelings of power, strength and energy which propel us through life. The Tree of Life artwork depicts the interconnectedness of all life and the livelihood of the spirit within us which is the essence of personhood.

The jury felt that this art proposal best met the requested theme of nurturing personhood across the human lifespan which was to represent all the people living on the Sunnyside Campus whether in independent housing, assisted living or the full care of Sunnyside Home.

The artwork will be 2.25 metres in diameter. It will be located centrally (see attachment) for observation by all residents but away from regular walkways as it is best appreciated from a moderate viewing distance. This will also make it less attractive as a play space for children who

may come to visit on the site but in case it attracts climbers, a soft rubber matting will be placed under the artwork. This matting will blend with the grass around the artwork and also eliminate the growth of grass or weeds under the sculpture to preserve the appearance that the sphere is floating like a sun. At least three carefully disguised fastening points will be used to firmly anchor the artwork to concrete placed under the ground level matting.

**CORPORATE STRATEGIC PLAN:**

This artwork recommendation supports Focus Area 2 and the specific action of “promote and enhance arts, culture and heritage”.

**FINANCIAL IMPLICATIONS:**

This artwork will cost \$125,000 which is the amount previously approved to be funded from the Public Art Reserve Fund in report CR-FM-10-013, dated August 10, 2010.

**OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**

The Social Services and Planning Housing and Community Services Departments have reviewed this report and where appropriate their comments have been included.

**ATTACHMENTS**

Tree of Life shown in approximate Sunnyside Campus location

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

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

**ATTACHMENT**

**Tree of Life shown in approximate Sunnyside Campus location**



**COUNCIL ENQUIRIES AND REQUESTS FOR INFORMATION**

**ADMINISTRATION AND FINANCE COMMITTEE**

<b>Meeting date</b>	<b>Requestor</b>	<b>Request</b>	<b>Assigned Department</b>	<b>Anticipated Response Date</b>
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	May-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	May 2011
08-Jun-10	A&F	Review current funding for the tax increment grant program, with full range of funding options.	Finance	Spring 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
23-Feb-11	Budget Committee	GRCA levy and properties not receiving water/wastewater service	Finance	Fall/Winter 2011
23-Mar-11	Budget Committee	Review of reserve funds	Finance	May-2011
23-Mar-11	Budget Committee	Review of and options for long-term user rate models, for 2012 Budget process	Finance	Fall 2011 / Budget 2012 process