



Media Release: Friday, November 13, 2015, 4:30 p.m.

Regional Municipality of Waterloo

Administration and Finance Committee

Agenda

Tuesday, November 17, 2015

Approximately 10:00 a.m.

(Immediately following Community Services)

Regional Council Chamber

150 Frederick Street, Kitchener

1. Declarations of Pecuniary Interest under the “Municipal Conflict Of Interest Act”

2. Presentation

Rami Shamma, Program Director, Development for People and Nature Association in Lebanon, and Rick Cober, Executive Director, Mennonite Central Committee Ontario

Consent Agenda Items

Items on the Consent Agenda can be approved in one motion of Committee to save time. Prior to the motion being voted on, any member of Committee may request that one or more of the items be removed from the Consent Agenda and voted on separately.

3. Request to Remove Items from Consent Agenda

4. Motion to Approve Items or Receive for Information

- | | | |
|------------|--|----|
| 4.1 | COR-FSD-15-18 , 2014 OMBI Performance Measurement Report (For information) | 3 |
| 4.2 | COR-15-04 , Status of the Waterloo Region Municipalities Insurance Pool (For information) | 14 |
| 4.3 | HRC-ERE-15-05 , Carpenters' Union Certification – Non-ICI Agreement (For information) | 32 |

Regular Agenda Resumes

5. Reports – Planning, Development and Legislative Services

- | | | |
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| 5.1 | PDL-CUL-15-20 , Waterloo Regional Tourism Marketing Corporation – Evaluation and Future Funding | 39 |
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Recommendation:

That the Regional Municipality of Waterloo approve in principle a minimum of \$300,000 in annual funding for the Waterloo Regional Tourism Marketing Corporation for 2016-2020 subject to annual budget approval, to continue this region-wide shared services approach for Tourism, as described in Report No. PDL-CPL-15-20, dated November 17, 2015.

6. Information/Correspondence

- | | | |
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| 6.1 | Council Enquiries and Requests for Information Tracking List | 53 |
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7. Other Business**8. Next Meeting – December 8, 2015****9. Adjourn**



Report: COR-FSD-15-18

Region of Waterloo
Corporate Services
Financial Services & Development Financing

To: Chair Sean Strickland and Members of the Administration and Finance Committee

Date: November 17, 2015 **File Code:** A35-80

Subject: 2014 OMBI Performance Measurement Report

Recommendation:

For Information

Summary:

The Ontario Municipal Benchmarking Initiative (OMBI) is a co-operative of fourteen municipalities from across Canada committed to continuously improving the way services are delivered to their citizens and promoting accountability and transparency of municipal results.

The “2014 OMBI Performance Measurement Report” was officially released on November 2, 2015 and is available at:

<http://www.regionofwaterloo.ca/en/regionalGovernment/PerformanceMeasurement.asp>

(A hard copy will also be available in the Councillors’ Library).

The report provides a general overview of OMBI, its members, and performance measurement findings for 2014. The Region of Waterloo is included in 28 of the 36 service area comparisons. Some of the services, such as Sports and Recreation, Fire Services and Parks are not delivered by the Region.

The OMBI performance measures include four types of indicators:

- **Service level** measures the volume of service delivered to residents. Results are often expressed on a per capita or common basis, such as the number of units of service provided per 100,000 population. Average nightly number of emergency shelter beds available per 100,000 population is an example of a service level measure.
- **Efficiency** measures the resources used in relation to the number of units of service provided. Results are in terms of cost per unit of service. The cost for winter maintenance of roadways per lane km maintained is an example of an efficiency measure.
- **Customer service** measures the quality of service delivered relative to service standards or the customers' expectations. The percent of surveyed long-term care residents and/or their families who are satisfied with municipal long-term care services is an example of a customer service measure.
- **Community impact** measures the impact the program has on the area served. One example of a community impact measure is the amount of residential waste diverted away from landfills through programs such as green bin, blue box, leaf and yard waste, municipal hazardous or special waste and other recyclable materials (electronics, appliances and tires).

Balancing efficiency and customer service/community impact is an ongoing challenge. Focusing on efficiency in isolation may have an adverse impact on customer service or community impact and vice versa. Regional staff continually strives to provide a balance between program efficiency and effectiveness (customer service and community impact).

Performance should be measured against peers as well as within the Region over time. Local factors may affect comparability, thus performance year over year is a good indicator of continuous improvement within an area.

Report:

Results For 2014

In general, 2014 OMBI measures and comparisons indicate that Regional programs are operating efficiently and effectively. A synopsis of the 2014 results for the Region is attached as Appendix A. Staff has interpreted the results in each area, comparing the Region's performance with the OMBI median and the Region's own historical performance over time.

Use of Performance Measures

OMBI and other performance measurement results are used by Regional staff in a variety of ways, including ongoing performance improvement efforts and in forwarding recommendations to Committee and Council. In particular, performance measurements are cited in reports to Committee to help describe the services being discussed. Performance measures have also been integrated into budget issue papers to better quantify service needs. The Corporate Performance function and the Corporate Leadership Team refer to performance measurements when identifying possible service areas for program reviews or process analysis and improvement. Benchmarking data, including OMBI results, were reviewed by KPMG during the Service Review to identify/confirm areas for potential improvement. During the benchmarking review, specific areas of interest were identified where the data suggested other municipalities were providing different service levels or had different cost/revenue levels. The results were incorporated into Service Profiles as part of the overall preparation and categorization of service profile data. The outcome of that review can be found in report CAO-IAU-15-06 *Service Review – KPMG’s Final Report*.

Generally speaking, measuring performance helps the Region identify the value that is obtained from the investment of public funds, opportunities to improve service delivery, and best practices. Users of performance measurement strive to improve program effectiveness and efficiency, as well add transparency to program delivery.

Corporate Strategic Plan:

The OMBI Performance Measurement program supports Focus Area 5, Responsive and Engaging Government Services, of the 2015-2018 Corporate Strategic Plan, ensuring organizational processes, facilities and resources are reliable, cost efficient and effective, and to strive to provide excellent value to the community. More specifically, action 5.4.2 addresses enhancing the organization’s focus on performance measurement and performance improvement.

Financial Implications:

As this report deals with performance measurement results of prior years, there are no direct financial implications arising from this report. However, performance measurement results are utilized as part of the Region’s service review program, budget process and continuous improvement initiatives.

Other Department Consultations/Concurrence:

Information for the OMBI performance measures is collected from all departments in the Region. Staff from all Regional departments were involved with the development of the relevant sections in the OMBI Performance Measurement Report and assisted with the commentary included in Appendix A.

Attachments:

Appendix A – Synopsis of Region of Waterloo’s 2014 Performance Measures

Prepared By: Chris Wilson, Financial Analyst, Budgets & Performance Measurement

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

Appendix A

Synopsis of the Region of Waterloo's 2014 Performance Measures

Accounts Payable (page 1)

The Region's cost per invoice processed was the lowest amongst all municipalities for 2014, and has decreased over each of the last two years. The number of invoices processed by each accounts payable staff member was well above the median, ranking second highest. The Region also continues to have the highest percent of invoices paid within 30 days at 85.6% for 2014.

Child Care (page 17)

Waterloo Region had the fewest regulated spaces per capita in each of the last three years, although this ratio has increased in both 2013 and 2014. The percentage of child care spaces that are subsidized in the Region decreased from 2013 to 2014, and is equal to the median. The total investment (provincial and municipal spending) per child in the Region has increased slightly in each of the past two years, but remains below the median. The cost of a subsidized child care space increased from 2013, but remains below the median. The Region of Waterloo directly operates child care programs and subsidizes child care spaces operated by community partners.

Clerks (page 23)

The number of formal Freedom of Information requests (MFIPPA) received per 100,000 population in 2014 was the lowest amongst all municipalities and has decreased in each of the last two years. Staff interprets this result as positive and due to the Region's transparent and inclusive communication policies and active and routine disclosure practices. The benchmarks do not collect information related to informal requests. The cost per formal request decreased from 2013 (staff retirement in 2014) but remains above the median due to the complexity of the requests. Complex requests usually involve 3rd parties, time line extensions and mediation or arbitration processes. The results demonstrate this complexity when there is a comparison between the number of matters handled in 30 days and the number of matters that met legislative time frames. Over 30% of the requests received would be considered complex and this is high compared to other municipalities.

Emergency Hostels (page 33)

The supply of Emergency Hostel beds was equal to the median number of beds per capita in 2014, and increased slightly from 2013. This was attributed to the Winter Response Plan of 2014. The YWCA opened a Transitional Shelter in November 2014, with 45 beds and two other shelters added a total of 12 additional beds (oneROOF

added 3 beds and Cambridge Shelter added 9 beds). The fact that these additional beds were only available for 2 months of 2014 (November and December) has been accounted for in the calculation. The demand for available beds decreased in 2014 with an occupancy rate of 94%, which is slightly above the median. The decrease from 2013 to 2014 (120% to 94% respectively) is partly due to the increase in available beds as described above. There was also a significant drop in the number of family bed nights which would have contributed to the overall decrease. In April 2014, a Family Shelter Diversion Pilot was operating Region-wide. The results of the pilot saw a significant drop in the number of families who experienced a shelter stay from previous years. The Region saw decreases in average length of stay (ALOS) across all admission types, with the adult and child count and singles count being below the median, while the families count was equal to the median in 2014. The change is most significant for families (41.3 days in 2013 to 27.6 days in 2014). Family Shelter Diversion was occurring Region-wide beginning April 1, 2014. Families that entered shelter (when diversion was not possible) entered with a Housing Plan and efforts were made to rapidly re-house them. This would contribute to the decrease in length of stay for families. Service delivery remained relatively efficient, as the cost per shelter bed was equal to the median cost.

Emergency Medical Services (EMS) (page 39)

The number of calls responded to by EMS providers per capita in 2014 increased from 2013 levels and remained below the median. The number of calls per thousand (1,000) has risen by 8.5% in one year and could be indicative of an upward trend that is putting pressure on Paramedic Services' ability to meet service demands. A budget issue paper to enhance ambulance service will be presented as part of the 2016 budget process. The percent of time ambulances spent at the hospital increased in 2014 from 2013, and remains above the median. The number of hours of ambulance service provided in the community per 1,000 people in 2014 was the lowest amongst all municipalities at 198 hours. The total cost to provide one hour of ambulance service was slightly lower than the median for 2014. Response times for CTAS (Canadian Triage & Acuity Scale) 1 and for sudden cardiac arrest (SCA) were both below the Region's targets for 2014 and are below the median. Response to SCA calls only reflects data for Paramedic Services and does not include data relating to local Fire Services.

Facilities (page 47)

The Region reported the second lowest energy consumption (electricity and natural gas usage) for a headquarter building per square foot of all reporting municipalities. The Region's cost to maintain its municipal headquarters building on a per square foot basis decreased slightly in 2014 from 2013 and is the lowest amongst all municipalities.

Fleet (page 59)

The Region has the second lowest count of municipal vehicles maintained amongst all reporting municipalities. Although the Region's 2014 hourly charge-out rate for vehicle repairs was above the median, the operating cost per vehicle kilometre travelled is below the median, indicating the service is efficient and effective overall. The percentage of work performed on fleet assets that was not scheduled maintenance in 2014 remained unchanged from last year.

General Government (page 65)

The Region's costs for General Government (including costs relating to governance and corporate management) as a percentage of total municipal costs decreased in 2014 from 2013 and was the lowest amongst all the upper-tier municipalities. General Government expenses grew less than the overall expenditure for Regional services. General Government is comprised of Council, the Clerk's office, CAO's office, a portion of Finance, Human Resources, Communications, and Facilities Services.

General Revenue (page 67)

The percent of all revenues billed in 2014 increased from 2013 and was slightly above the median. The Region's percent of billed revenue that was written off increased from 0% in 2012 and 2013 to 0.3% in 2014, which is slightly above the median. The cost to process and collect each invoice has decreased over each of the two previous years and remains well below the median. The average collection period for invoices as measured in days remains well below the median, as does the percentage of bills that remain unpaid after 90 days at year end.

Human Resources (page 73)

The Region's Human Resources administration operating cost per T4 remained constant from 2013 to 2014 and is below the median cost. The Region's overall permanent employee turnover rate was lower in 2014 than in 2013 and was equal to the median.

Information Technology (page 77)

Of the upper-tier municipalities, the Region has the second highest number of visits to municipal websites per capita. The average number of technology devices in use per municipal FTE increased slightly from 2013 to 2014, and remains above the median. The Region's cost for information technology services, which includes operating costs plus amortization but excludes annual capital investment related to IT assets, is well below the median value for 2014.

Investment Management (page 81)

The rate of return on the Region's total investment portfolio decreased from 2013 to 2014 reflecting the continued low interest rate environment and is slightly below the median rate of return. The investment yield on the internally managed portfolio remains above the median. The investment yield on the externally managed portfolio for 2014 decreased from 2013 levels and was below the median. The externally managed portfolio is generally less than 0.5% of the overall portfolio.

Legal (page 85)

In-house legal operating costs relative to overall municipal spending decreased slightly in 2014 from 2013, and remains well below the median. In 2014, the total hours of in-house legal services decreased due to a temporary vacancy. As a result of the decreased in-house legal hours and ongoing fixed expenses, the cost of an hour of in-house legal services increased, but remains below the median.

Libraries (page 89)

The Region of Waterloo's library system consists of 10 small branches in the four townships. The cities in the Region maintain their own library services. The usage per capita is less than the median, likely due to the smaller size of the Region libraries relative to the other OMBI municipalities. Total library usage per capita increased from 2013 to 2014, and usage continues to shift from non-electronic to electronic usage. The Region's Library Services continue to provide more holdings per capita than the median. The cost for each library use decreased from 2013 to 2014 and was slightly below the median. The average number of times each item is borrowed from a library increased significantly in 2014 from 2013, but is still below the median.

Licensing (page 95)

The number of licenses issued by the Region is the lowest of all OMBI municipalities as the Region only issues taxi-cab, vehicle for hire, salvage yard and second hand shop licenses, and does not issue business licences as other municipalities do. The number of licences issued decreased marginally from 2013 to 2014. The total cost per licence issued decreased slightly in 2013 and continues to be below the median.

Long-Term Care (page 99)

Access to Long Term Care (LTC) services, defined as all LTC beds in the Region available as a percentage of population 75 or over, decreased from 2013 to 2014 and is below the median rate. The number of municipal bed days available for citizens 75 years of age or over also decreased and is below the median amount. The Region's cost to provide a LTC bed day increased in 2014, but was below the median cost. LTC resident satisfaction remained at 96% in 2014 which is slightly below the median.

Payroll (page 117)

The number of payroll direct deposits and cheques processed per Finance Payroll FTE continued to increase in 2014 and remains above the median. The Region uses direct deposit as a payment form for the vast majority of its employee payments. The operating cost to process a payroll direct deposit or cheque in 2014 decreased from 2013 and is below the median cost.

Planning (page 121)

The total cost of planning services per resident decreased from 2013 to 2014. The amount spent on planning-related activities and application processing can vary significantly from municipality to municipality based on the types of development applications and the different organizational structures and priorities established by local Councils. The staff contributing to the review of development applications with the Region were involved in a reorganization in 2014 which resulted in the costs per capita reported in 2014 not necessarily being reflective of the same inputs reported in previous years. Additionally, the staff primarily responsible for development review has been operating with a number of vacant positions which are proposed to be filled over the upcoming OMBI reporting period. It is possible that with the filling of vacant positions and the final implementation of the restructuring, this metric may return to values closer to those reported in previous years.

Provincial Offences Court (POA) / Court Services (page 125)

The Region continues to have the second lowest number of charges filed per capita in 2014 amongst all the municipalities, with the number of charges filed per capita decreasing from 2013. The number of charges handled/processed per Court Administration Clerk and the total cost of POA services per charge filed both decreased in 2014 from 2013 and were both below the medians. The Region's fine collection rate decreased from 57% in 2013 to 49% in 2014; however this represents the second highest collection rate amongst all municipalities.

Purchasing (page 141)

The Region's percent of goods and services purchased through a procurement process decreased from 47% in 2013 to 28% for 2014. Timing differences between contract awards and related expenditures can cause anomalies in the measure and make it difficult to draw conclusions from the results. The Region's 2014 data reflects expenditures of large multi-year projects that were awarded in previous years, therefore impacting the results. Examples are Light Rail Transit, Fairway Road Bridge and the Grand River Transit Chandler Drive facility. The average number of bids received per

bid call decreased from 5.4 in 2013 to 4.8 in 2014 which is equal to the median value. The centralized purchasing operating cost per \$1,000 of goods and services purchased is slightly higher than the median cost.

Roads (page 145)

The Region's 2014 volume of traffic, measured by vehicle kilometres travelled per lane kilometre on major roads, was at the median, and increased marginally from 2013. Overall road and bridge conditions have remained relatively constant over the past three years, with roads ratings being slightly below the median and bridge ratings being slightly higher than the median for 2014. Costs to maintain roads in 2014 increased slightly from 2013. The total cost to maintain roads per lane kilometre was lower than the median for upper tier municipalities. The cost for winter maintenance per lane kilometer in 2014 remained relatively constant from 2013 and continues to be below the median for upper tier municipalities.

Social Assistance (page 153)

In 2014, the Region's time to determine client eligibility was equal to the median at 7.5 days. The number of households receiving social assistance has decreased slightly in each of the past two years and was marginally below the median in 2014. In 2014, the average length of time a client received social assistance was 14.5 months, which is lower than the Provincial median. This average length of time on assistance measure has increased in each of the past two years. The total monthly cost per case (operating and benefits costs combined) remains below the median. More program dollars reached the service recipients and less was spent on administration than the median.

Social Housing (Community Housing) (page 161)

The Region's number of housing units per thousand households in 2014 decreased slightly from 2013 and was equal to the median. The percent of the waiting list that is housed annually increased from 18.3% in 2013 to 21.0% in 2014 and continues to be above the median. The cost to provide a community housing unit in 2014 increased from the prior year and remains above the median cost which can be attributed to higher capital costs being incurred for community housing in 2014.

Transit (page 177)

The number of regular service passenger trips per capita was 49.7 for 2014 which is equal to the median value, but is slightly lower than the 2013 value of 50.5. The slight decrease can be accounted for mainly as a result of a policy change at the school boards that resulted in fewer high school students being transported by GRT. The number of hours public transit vehicles are in service per capita has increased over the past two years and is equal to the median for 2014. The total cost to operate a transit

vehicle for each hour the vehicle is in service for the Region increased slightly in 2014 but remains below the median cost.

Waste Management (page 181)

The Region's tonnage of residential waste collected per household, including organics, blue box, leaf and yard, municipal hazardous or special waste, other recyclable materials such as wood, metal and tires, as well as construction and demolition materials, decreased slightly in 2014 and is slightly below the median at 0.89 tonnes per household. Collection costs per tonne for all property classes, including residential and ICI (Industrial, Commercial and Institutional), increased slightly in 2014 and is above the median as a result of the level of curbside service provided and an increase in ice storm related tonnage. The tonnage of residential waste disposed of at landfill per household decreased slightly in 2014 and remained below median. The tonnage of residential waste diverted away from the landfill continued to remain above the median, with over half of all solid waste being diverted from landfill while the cost of diversion is at median for 2014.

Wastewater (page 189)

The amount of wastewater treated per capita has been increasing over the past two years and is equal to the median value for upper tier municipalities in 2014. The cost of wastewater collection & conveyance, and the cost of treatment & disposal of wastewater per mega litre both increased marginally in 2014, but are both the lowest among the upper tier municipalities.

Water (page 197)

The amount of water treated per capita increased slightly from 2013 to 2014, representing normal variations in seasonal weather patterns, and is the lowest value of all municipalities with two-tier systems. Municipalities that have two-tier systems are responsible for components of water activities such as water treatment, water transmission and major water storage facilities, whereas local municipalities are responsible for local water distribution systems and storage facilities. The total cost of treatment of drinking water has increased in each of the past two years and is currently the highest among two-tier systems. The Region of Waterloo relies on a complex network of groundwater wells and intricate river water sourcing, while many OMBI municipalities are adjacent to large lakes that provide relatively inexpensive water sources.



Report: COR-15-04

Region of Waterloo
Corporate Services
Commissioner's Office

To: Chair Sean Strickland and Members of the Administration and Finance Committee

Date: November 17, 2015 **File Code:** F28-30

Subject: Status of the Waterloo Region Municipalities Insurance Pool

Recommendation:

For Information

Summary: Nil

Report:

On June 1, 1998 all eight municipalities in Waterloo Region joined the Waterloo Region Municipalities Insurance Pool (WRMIP). This innovative risk-financing venture continues to be highly effective, with the participating municipalities benefitting from:

- Pro-active risk management services and strategic management of claims.
- Stability in insurance pricing: the combined premiums paid by the municipalities in 1997/98 (Pre-Pool) was \$4,128,448. Now 18 years later the premium levy assessed by the WRMIP in 2015/16 is \$5,151,686 representing an average annual increase of only 1.24%. During this time municipalities have grown, added significant capital assets, and have assumed new responsibilities for provincial highways, Paramedic Services, and other services. This levy also includes the premium for the Pollution Liability Insurance policy purchased in 2010.
- The ability to earn investment income on the pre-funded claim reserve (2014/15 - \$331,177).

- The pre-funded claim reserve that is not required to pay claims remains in the municipalities' surplus. The unappropriated surplus as of May 31, 2015 is \$2,758,390 with the Region's share being \$661,470.

May 31, 2015 marked the end of the seventeenth (17th) year of operation for the WRMIP. Staff is pleased to report that the WRMIP continues to fulfill all expectations with regard to the benefits projected at inception – both financially and operationally.

Financial Strength of the WRMIP

Attached are the WRMIP's Audited Financial Statements for the year ending May 31, 2015. The Pool currently has an unappropriated surplus of approximately \$2.76 million.

The two main strategic reasons for maintaining a strong surplus are:

1. **Stability and Financial Strength of the WRMIP** – allows the Pool to consider the best risk financing options available in the future and reduces the possibility of a retro- assessment levy against Pool members.
2. **Stability of Budget** – allows the municipalities to strategically manage potential future insurance market price fluctuations.

WRMIP'S 2015/16 Operating Budget

On May 22, 2015, the Advisory Board passed the WRMIP's Operating Budget of \$5,441,686 for the year June 1, 2015 to May 31, 2016. As it is anticipated that the Pool will earn approximately \$290,000 in investment income, the net expenditure will be \$5,151,686. This represents a 3.5% increase in the budget for the year 2015/16. It is anticipated that in the year 2015/16 the Pool will have a balanced budget and should not have to draw from surplus unless incurred claims exceed the pre-funded level of \$2,192,345.

WRMIP'S Levy Distribution

AXXIMA, the Actuaries for the WRMIP, have allocated costs across the municipalities on an actuarially determined basis, utilizing considerations for current exposures (physical assets, vehicles, services and employees), claim frequency and claim severity. These changes are reflected in the levies assessed. The Advisory Board annually reviews and approves this levy allocation methodology.

The 2015/16 annual levy for the Region is presented below. For comparison purposes the previous 2014/15 levy has also been noted as well as the percentage change. These figures now include the Pollution Liability Insurance premium.

	2014/15 Levy	2015/16 Levy	% Change
Region of Waterloo	\$1,929,484	\$1,936,128	0.3%

Insurance Market Conditions

In the fall of 2014 the WRMIP tendered for consultant services (Actuarial and Insurance Placement). On January 1, 2015 AXXIMA Actuaries & Insurance Management Advisors was hired on a two year contract term. It was understood by the Advisory Board that in year one AXXIMA would negotiate the 2015/16 insurance renewal solely with the Frank Cowan Company Limited and in year two they would investigate alternative insurance markets, alternative retention options and profit sharing contingencies. This process was also outlined in the Appendix One of report CAO-IAU-15-06 re: Regional Service Review as an opportunity that is “underway or about to be implemented.” AXXIMA’s mandate is to ensure the Pool’s insurance program remains current, competitive and the best overall program available.

At insurance renewal time AXXIMA was successful in negotiating a favorable renewal premium with the Frank Cowan Company Limited. For the term June 1, 2015/16 the Pool received a slight decrease of 1.7% in premium over the expiring term which included new property and vehicle additions. Cowan also provided a three year flat rate guarantee on the property and automobile insurance coverage areas. Going forward AXXIMA will ensure that the Pool obtains competitive pricing on the insurance coverage that it purchases.

Corporate Strategic Plan:

One of the goals of the Corporate Strategic Plan is to ensure Regional programs and services are efficient, effective and provide value for money under Strategic Focus Area 5, Responsive and Engaging Government Services.

Financial Implications:

In 2015, the insurance budget approved for Regional operations was \$3,702,571. This amount incorporates the \$1,936,128 WRMIP levy outlined above and the two separate programs not included in WRMIP’s program which are:

- \$402,600 premium for the Waterloo Region Housing Insurance Program approved by Council per report COR-15-03; and
- \$64,800 premium for Airport Liability Insurance

The remaining insurance budget funds of \$1,299,043 have been transferred to the Region’s Insurance Claim Reserve Fund and will be used to pay claim deductibles. The current balance in this Reserve Fund is approximately \$4.6 million. In 2014, the Region

incurred 1,273 incidents/claims in which to-date \$968,000 has been paid. In addition to this expenditure, there are approximately 55 insurance related claims in litigation. The Region's financial exposure for claims is limited to the policy deductible. The reserves for these claims in litigation have been established at in excess of \$3 million and include estimates for potential liability and defence costs. Not all of the outstanding claims will be litigated at the same time, and some take as long as five to six years to finalize. As such, the financing of these outstanding claims will be spread over time as they are in various stages of litigation.

Other Department Consultations/Concurrence: Nil

Attachments:

Waterloo Region Municipalities Insurance Pool Financial Statements as at May 31, 2015 (Distributed separately)

Prepared By: **Craig Smith**, Risk Manager

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

Financial Statements of

**WATERLOO REGION
MUNICIPALITIES
INSURANCE POOL**

Year ended May 31, 2015

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KPMG LLP
115 King Street South
2nd Floor
Waterloo ON N2J 5A3

Telephone 519-747-8800
Fax 519-747-8830
Internet www.kpmg.ca

INDEPENDENT AUDITORS' REPORT

To the Subscribers and Board of Advisors of the Waterloo Region Municipalities Insurance Pool

We have audited the accompanying financial statements of Waterloo Region Municipalities Insurance Pool, which comprise the statement of financial position as at May 31, 2015, the statements of income and unappropriated surplus, changes in net financial assets, and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform an audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



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Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Waterloo Region Municipalities Insurance Pool as at May 31, 2015, and its results of operations and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

October 16, 2015
Waterloo, Canada

Waterloo Region Municipalities Insurance Pool

Statement of Financial Position As at May 31, 2015

	2015	2014
ASSETS		
Funds held by City of Kitchener (note 2)	\$ 2,653,807	\$ 3,406,653
Restricted cash	50,675	18,224
Due from member municipalities	53,490	46,446
Accounts receivable and accrued interest	212,712	149,382
Insurance recoverable (note 4)	27,012	143,155
Investments (note 3)	9,518,609	8,069,378
	12,516,305	11,833,238
LIABILITIES		
Accounts payable and accrued expenses	197,037	190,963
Deferred subscriber levies	72,589	145,177
Provision for unpaid claims and adjustment expenses (note 4)	9,560,878	8,954,301
	9,830,504	9,290,441
Net Financial Assets	2,685,801	2,542,797
NON-FINANCIAL ASSETS		
Prepaid insurance premium	72,589	145,177
SURPLUS		
Unappropriated (note 6)	\$ 2,758,390	\$ 2,687,974

See accompanying notes

Waterloo Region Municipalities Insurance Pool

Statement of Income and Unappropriated Surplus For the Year Ended May 31, 2015

	2015 Budget	2015 Actual	2014 Actual
INCOME			
Subscriber levies	\$ 4,977,447	\$ 4,904,858	\$ 4,718,695
Reimbursement of adjuster expenses	100,800	114,738	100,051
	5,078,247	5,019,596	4,818,746
EXPENSES			
Claims and adjustment expenses incurred (including provision for unpaid claims and adjustment expenses – note 4)	2,000,000	2,084,989	2,210,876
Insurance premium	2,600,000	2,413,067	2,475,987
Operating expenses			
Salaries, wages and benefits	536,343	566,912	529,088
Professional fees	211,253	167,956	165,997
Other administrative expenses	70,651	47,433	58,895
	5,418,247	5,280,357	5,440,843
Operating loss	(340,000)	(260,761)	(622,097)
Investment income	340,000	331,177	345,137
ANNUAL SURPLUS (DEFICIT)	-	70,416	(276,960)
UNAPPROPRIATED SURPLUS, beginning of year	2,687,974	2,687,974	2,964,934
UNAPPROPRIATED SURPLUS, end of year	\$ 2,687,974	\$ 2,758,390	\$ 2,687,974

See accompanying notes

Waterloo Region Municipalities Insurance Pool

Statement of Changes in Net Financial Assets For the Year Ended May 31, 2015

	2015 Budget	2015 Actual	2014 Actual
Annual surplus (deficit)	\$ -	\$ 70,416	\$ (276,960)
Acquisition of prepaid expenses	-	72,588	(145,177)
Change in net financial assets	-	143,004	(422,137)
Net financial assets, beginning of the year	2,542,797	2,542,797	2,964,934
Net financial assets, end of the year	\$ 2,542,797	\$ 2,685,801	\$ 2,542,797

See accompanying notes

Waterloo Region Municipalities Insurance Pool

Statement of Cash Flows For the Year Ended May 31, 2015

	2015	2014
Operations		
Annual surplus (deficit)	\$ 70,416	\$ (276,960)
Changes in non-cash working capital components:		
Accounts receivable	(70,374)	(78,886)
Prepaid expenses	72,588	(145,177)
Accounts payable and accrued expenses	6,074	10,004
Deferred subscriber levies	(72,588)	145,177
Insurance recoverable	116,143	400,703
Provision for unpaid claims and adjustment expenses	606,577	(1,063,646)
Cash provided by operations	728,836	(1,008,785)
Investing		
Purchase of investments, net of redemptions	(1,449,231)	(1,481,601)
Decrease in funds held by the City of Kitchener	752,846	2,482,807
Cash applied to investing activities	(696,385)	1,001,206
Net change in restricted cash during the year	32,451	(7,579)
Restricted cash, beginning of year	18,224	25,803
Restricted cash, end of year	\$ 50,675	\$ 18,224

See accompanying notes

Waterloo Region Municipalities Insurance Pool



Notes to Financial Statements For the Year Ended May 31, 2015

The Waterloo Region Municipalities Insurance Pool (“Pool”) was formed June 1, 1998, by agreement of the eight member municipalities (“subscribers”) to purchase property damage and public liability insurance on a group basis and share a retained level of risk. The subscribers pay an actuarially determined annual levy to fund insurance, pre-fund expected losses and contribute to a surplus.

1. Accounting Policies

- a. **Basis of Presentation:**

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles for local governments, as established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. Since precise determination of many assets and liabilities is dependent upon future events, the preparation of periodic financial statements necessarily involves the use of estimates and approximations. These have been made using careful judgments. Actual results could differ from these estimates.
- b. **Restricted cash:**

Cash is held in trust by a company that does adjusting work on behalf of the Pool. The funds held in trust are drawn on to pay claims expenses (primarily for accident benefit claims) in order to reduce the frequency of small-dollar cheques needing to be issued by the Pool.
- c. **Investments:**

Bonds and short-term investments are carried at cost, net of accumulated amortization on premiums and discounts. Premiums and discounts are amortized on an effective-yield basis over the term to maturity. Interest income is recorded as it accrues. When the value of any bond is identified as impaired, the carrying amounts are adjusted to estimated realizable amounts and any adjustments are included in investment income in the period the impairment is recognized.
- d. **Provision for unpaid claims and adjustment expenses:**

Provision has been made for the estimated liability for all reported and outstanding claims using a case-basis evaluation plus an amount for adverse development and for claims incurred to May 31, which have not yet been reported to the Pool. Expected insurance recoveries on claims liabilities are recognized as assets on the same basis. The computation of these provisions takes into account the time value of money using discount rates based on projected investment income from the assets supporting these provisions.
- e. **Insurance Recoveries:**

The Pool records insurance recoveries balances on the balance sheet on a gross basis to indicate the extent of credit related to insurance, and records its obligations to claimants on a net basis in the statement of income to indicate the results of its retention premiums written. Amounts recoverable from insurers are estimated in a manner consistent with related claims liabilities.

Waterloo Region Municipalities Insurance Pool

Notes to Financial Statements For the Year Ended May 31, 2015

2. Funds Held by the City of Kitchener

The Pool's short-term funds are held by the City of Kitchener and are invested in combination with other short-term funds of the City. The types of investments permitted are governed by the Municipal Act and its regulations. All investments are short-term and include, in varying proportions, cash, bank or trust company deposit notes and acceptances, federal and provincial notes and savings bonds, and pooled investment money market funds meeting the legislated investment limitations.

Investment income is allocated to the Pool based on the average yield earned monthly (ranging from 1.44% to 1.61%) on all short-term investments and the average amount owing to the Pool.

3. Investments

The investments consist of:

	2015 Cost	2015 Market Value	2014 Cost	2014 Market Value
Ontario Savings Bond, Jun 21/15 (step-up)	\$ 1,201,003	\$ 1,374,600	\$ 1,217,544	\$ 1,354,800
Canadian Imperial Bank of Commerce 2 Year GIC, Oct 29/15 (2.10%)	1,000,000	1,000,000	1,000,000	1,000,000
Residual - Bank of Nova Scotia Fixed Floater, Jan 22/16 (zero coupon)	987,399	988,873	968,288	962,867
Bank of Montreal, Apr 21/16 (zero coupon)	489,945	493,614	478,939	483,175
Bank of Montreal, Jul 8/16 (zero coupon)	556,878	566,656	540,548	553,630
New Brunswick, Mar 26/18 (4.45%)	333,380	362,829	334,114	365,113
Canadian Imperial Bank of Commerce 5 Year GIC, Jun 26/18 (2.61%)	500,000	500,000	500,000	500,000
Toronto Dominion Bank, Jul 9/18 (zero coupon)	849,035	897,790	818,895	860,486
Province of Ontario, Dec 2/19 (zero coupon)	188,644	212,548	180,941	199,768
Province of Ontario, Jun 2/20 (zero coupon)	598,329	670,511	575,098	627,090
Province of Ontario, Jun 2/22 (zero coupon)	1,513,996	1,722,224	1,455,011	1,571,810
Bank of Nova Scotia, Mar 2/20 (2.16%)	300,000	300,000	-	-
National Bank GIC, May 26/20 (2.41%)	1,000,000	1,000,000	-	-
	\$ 9,518,609	\$ 10,089,645	\$ 8,069,378	\$ 8,478,739

Waterloo Region Municipalities Insurance Pool

Notes to Financial Statements For the Year Ended May 31, 2015

3. Investments (continued)

Investments are stated at cost less any write-down in value, which is other than temporary. The average yield on fixed income investments held at year-end is 3.44% (2014-3.60%)

4. Provision for Unpaid Claims and Adjustment Expenses

These financial statements contain an estimation of the reserve for unpaid claims of the Pool. This reserve has been determined by an actuary engaged by the Pool. The reserve for unpaid claims represents the amounts needed to provide for the estimated cost of investigating and settling claims related to insured events (both reported and unreported) that have occurred on or before the balance sheet date.

Determining the provision for unpaid claims, adjustment expenses and the related insurers' share involves an assessment of the future development of claims. The process takes into account the consistency of the Pool's claim handling procedures, the amount of information available, the characteristics of the line of business from which the claim arises and the delays in reporting claims. These provisions for unpaid claims and adjustment expenses are estimates and, as such, are subject to variability which could be material in the near term. Changes to the estimates could result from future events such as receiving additional claim information, changes in judicial interpretation of contracts or significant changes in severity or frequency of claims from past trends. In general, the longer the term required for the settlement of a group of claims, the more variable the estimates.

The table below details the provision of unpaid claims and adjustment expenses by risk categories. Included are both short-settlement-term lines of business where claims are substantially paid within a year of being reported and long-settlement-term claims liabilities where claims are expected to be paid over longer periods.

	2015	2014
Vehicle accident liability	\$ 2,621,584	\$ 2,564,151
General liability	6,353,831	6,087,564
Property damage	585,463	302,586
	\$ 9,560,878	\$ 8,954,301

Waterloo Region Municipalities Insurance Pool

Notes to Financial Statements For the Year Ended May 31, 2015

4. Provision for Unpaid Claims and Adjustment Expenses (continued)

The activity in the reserve is summarized as follows:

	2015	2014
Incurred losses		
Balance at the beginning of the year	\$ 3,793,957	\$ 5,656,761
Increase/(decrease) in reserve	126,939	(1,862,804)
Balance at the end of the year	3,920,896	3,793,957
Incurred but not reported losses		
Balance at the beginning of the year	5,160,344	4,361,186
Increase/(decrease) in reserve	479,638	799,158
Balance at the end of the year	5,639,982	5,160,344
Reserve for unpaid claims	9,560,878	8,954,301
Insurance recoverable (see note 7)	(27,012)	(143,155)
Net claims liability	\$ 9,533,866	\$ 8,811,146

Insurance arrangements do not relieve the Pool of its primary liability to the subscribers. No information has come to the Pool's attention indicating that any of its current insurers will not be able to honour their liabilities under these insurance contracts.

The provision for claims liabilities is discounted using rates based on the projected investment income from the assets supporting the provisions, and reflecting the estimated timing of payments. The discount rate used in the valuation was 2.00% (2014 – 2.99%).

	2015		2014	
	Discounted	Undiscounted	Discounted	Undiscounted
Gross Provision	\$ 8,654,807	\$ 9,050,551	\$ 7,742,059	\$ 8,053,296
Provision for Adverse Deviation	906,071	-	1,212,242	-
	\$ 9,560,878	\$ 9,050,551	\$ 8,954,301	\$ 8,053,296

Waterloo Region Municipalities Insurance Pool

Notes to Financial Statements For the Year Ended May 31, 2015

5. Recovery of adjustment expenses

For certain open claims involving more than one member as defendant, the Pool pays adjustment expenses on behalf of the members until the allocation of liability has been determined. Upon the allocation of liability, the Pool recovers the adjustment expenses within the individual deductibles of the members. Therefore, until the allocation of liability has been determined, the allocation of adjustment expenses and the amounts to be recovered from the members is undeterminable. For this reason no amount has been recorded in the financial statements for amounts to be recovered on these claims. The recoveries will be recorded once they are reliably determined. The total amount paid and awaiting allocation by the Pool in relation to these claims as at May 31, 2015 is \$nil (2014 - \$nil).

6. Surplus

The surplus represents contributions made by subscribers and the excess of income over expenses less any dividends. The surplus may be used to fund any increased future premiums or other costs, or may be paid out to subscribers. The subscribers' individual shares of the cumulative surplus as at May 31, 2015 are as follows:

	Cumulative Surplus as at May 31, 2014	Share of 2015 Surplus	% Share of 2015 Surplus	Cumulative Surplus as at May 31, 2015	% Share of Cumulative Surplus
City of Cambridge	\$ 418,790	\$ 8,369	11.89	\$ 427,159	15.49
City of Kitchener	1,062,027	17,600	24.99	1,079,627	39.14
Township of North Dumfries	49,301	1,145	1.63	50,446	1.83
Region of Waterloo	634,174	27,296	38.76	661,470	23.98
City of Waterloo	306,093	8,645	12.28	314,738	11.41
Township of Wellesley	58,680	1,550	2.20	60,230	2.18
Township of Wilmot	80,138	3,267	4.64	83,405	3.02
Township of Woolwich	78,771	2,544	3.61	81,315	2.95
	\$ 2,687,974	\$ 70,416	100.00	\$ 2,758,390	100.00

7. Limits of Liability and Insurance

The Pool funds losses for property and casualty claims between the deductible retained by each subscriber and a \$500,000 pooled retention limit per claim. The Pool has purchased insurance to fund losses in excess of \$500,000 on an individual claim. Prior to 2006, the Pool purchased aggregate stop loss insurance to fund total paid losses in excess of \$1,500,000 in any year.

Waterloo Region Municipalities Insurance Pool



Notes to Financial Statements For the Year Ended May 31, 2015

8. Budget Figures

The budget figures shown in the financial statements were approved by the Advisory Board of the Waterloo Regional Municipalities Insurance Pool at a meeting on May 23, 2014.

9. Fair Value Disclosure

The fair values of investments and claims liabilities are disclosed in notes 3 and 4, respectively. The fair values of other financial instruments, including funds held by the City of Kitchener, due from municipalities, accounts receivable and accrued interest, and accounts payable and accrued expenses are considered to equal their carrying values due to the nature of these investments.



Report: HRC-ERE-15-05

Region of Waterloo
Human Resources and Citizen Service
Employee Relations

To: Chair Sean Strickland and Members of the Administration and Finance Committee

Date: November 17, 2015

File Code: H07-20

Subject: Carpenters' Union Certification – Non-ICI Agreement

Recommendation:

For information

Summary:

Regional Council directed staff to enter into an agreement with the Carpenters' District Council of Ontario at their meeting on August 11, 2015. This report provides notice that the agreement has been executed as directed by Council and outlines the implications of the agreement.

Report:

An agreement for the non-Industrial Commercial and Institutional (ICI) construction sectors was reached and executed with the Carpenters' District Council of Ontario. This is the final agreement with the Carpenter's Union as a result of the certification order from the Ministry of Labour on July 4, 2014.

The majority of work performed by the Region in the non-ICI construction sectors involving carpentry is in the residential and heavy engineering (bridge work) sectors.

The agreement enables the Region to contract heavy engineering construction work to any contractor or subcontractor regardless of union affiliation. It enables the Region to contract construction work on its existing housing stock to any contractor or subcontractor regardless of union affiliation. It requires that the Region utilize a Carpentry certified contractor or subcontractor for new residential housing. However, it

does not require the Region to use a Carpentry certified General Contractor for new residential housing construction, meaning that it can select General Contractors for new residential housing construction regardless of union affiliation. Carpentry certified contractors will be given the full opportunity to bid on any/all work in accordance with the Region's normal policies.

The agreement also spells out the rate of pay and terms and conditions for any carpenters hired by the Region to perform non-ICI construction work and allows CUPE 1656 members to continue to perform non-ICI carpentry work as part of their contract with the Region.

This agreement covers the period from May 1, 2015 and remains in effect until April 30, 2016. Should either party wish to renegotiate the terms and provisions of this collective agreement, they must provide notice to the other party not more than 90 days and not less than 30 days prior to April 30, 2016, or the existing agreement will automatically be renewed for a period of three years.

Corporate Strategic Plan:

The Corporate Strategic Plan includes a goal to provide effective and efficient programs and services for residents. This agreement contributes to that goal.

Financial Implications:

This agreement does not result in incremental costs to the Region as this agreement replicates the status quo for non-ICI construction work excluding residential new construction. The cost implications for residential new construction are seen to be minimal as carpentry work for new construction in the residential sector in Waterloo Region is typically performed by union certified contractors.

Other Department Consultations/Concurrence:

Corporate Services, Transportation and Environmental Services, and Human Resources and Citizen Service staff were part of the negotiating committee.

Attachments

Appendix A – Non-ICI Collective Agreement

Prepared By: Glenn Roach, Director, Employee Relations

Approved By: Jane Albright, Commissioner, Human Resources and Citizen Service

APPENDIX A

OLRB AREA No. 6
NON-ICI COLLECTIVE AGREEMENT

Between:

CARPENTERS' DISTRICT COUNCIL OF ONTARIO,
UNITED BROTHERHOOD OF CARPENTERS AND JOINERS OF
AMERICA

(the "Union")

- and -

THE REGIONAL MUNICIPALITY OF WATERLOO

(the "Region" and/or the "Employer")

WHEREAS the Union has been certified to represent all carpenters and carpenters' apprentices employed by the Region in all sectors of the construction industry, save and except the ICI sector in OLRB Area No. 6, and save and except non-working foremen and persons above the rank of non-working foreman;

AND WHEREAS the Region and the Union are desirous of entering into a Collective Agreement with respect to the non-ICI bargaining rights of the Union;

NOW THEREFORE the Parties agree as follows:

1. The Region hereby recognizes the Union as the sole and exclusive bargaining agent for all carpenters' and carpenters' apprentices in its employ in all sectors of the construction industry, save and except the ICI sector, in OLRB Area No. 6 and save and except non-working foremen and persons above the rank of non-working foreman.
2. The Parties agree that the terms and provisions of this, Non-ICI, Collective Agreement consists of all of the terms and conditions of the Carpenters' Provincial ICI Collective Agreement, which is binding upon these parties, save and except as amended herein and/or save and except as is required to reflect that this Collective Agreement applies

exclusively to the non-ICI sectors of the construction industry and only applies to OLRB Area No. 6.

3. The parties agree that, save and except as specifically set out herein and save and except with respect to the provisions of Article 4 concerning employees represented by the Canadian Union of Public Employees, Local 1656 ("CUPE"), as a term of this non-ICI Collective Agreement all of the herein incorporated terms and conditions of the Carpenters' Provincial ICI Collective Agreement will apply to any non-ICI construction carpentry work which the Region may undertake (within OLRB Area No. 6) with its own direct forces.
4. As set out in Minutes of Settlement which these parties have entered into with respect to the employment of Colin Chiarot, the Union recognizes that the employees of the Region, who are represented by CUPE, may, from time to time, perform carpentry work (covered by this Collective Agreement) in association with their regular assigned maintenance duties for the Region. The Union agrees that such CUPE employees may continue to perform any such miscellaneous carpentry work, which their regular duties may from time to time require, under the terms and provisions of the existing collective agreement between CUPE and the Region, without violating the terms and provisions of this Collective Agreement.
5. The parties agree to the following terms and provisions with respect to the contracting and/or subcontracting of work;
 - (a) unless otherwise dealt within hereinafter the Region may contract and/or subcontract work covered by this Collective Agreement to contractors and subcontractors regardless of their union affiliation (or lack thereof).
 - (b) the Region agrees that, with respect to the construction of new residential housing projects (as opposed to any construction work which may be performed on the Region's existing housing stock), it will only contract and/or subcontract the

below-listed work, in the residential sector of the construction industry in OLRB No. 6, to contractors and/or subcontractors who are in contractual relations with the Union, and/or any of its affiliated member Local Unions;

- i. the carpentry portion of concrete forming work;
 - ii. all exterior and interior rough carpentry work, including but not limited to all framing and work related thereto;
 - iii. all trim carpentry work, including but not limited to the installation of all doors and hardware etc.;
 - iv. all carpentry work associated with the installation of millwork and cabinetry;
 - v. all drywall work (save and except drywall taping);
 - vi. all roof shingling work;
 - vii. all eavestroughing and siding work; and
 - viii. all miscellaneous carpentry work which may, from time to time, be required on residential job sites.
- (c) the parties agree that where any of the residential construction work listed in Article 5(b) forms part of a contract/subcontract between the Region and a General Contractor or Builder then the Region may enter into contracts/subcontracts with General Contractors and/or Builders that are not in contractual relations with the Carpenters' Union provided that the Region ensures any such General Contractor/Builder (not in contractual relations with the Union) contracts and/or subcontracts all work listed in Article 5(b) to contractors/subcontractors that are bound to the appropriate collective agreements with the Union and/or its affiliated Local Unions;
- (d) where the circumstances allowed for in Article 5(c) arise, the Region shall require any General Contractor/Builder not in contractual relations with the Union to convene a mark-up meeting with the Union and the contractor(s) at which time the relevant carpentry work, and the proposed methods of performing such work, will be identified and set out;
- (e) For greater clarity, the parties specifically agree that the Region may continue to contract/subcontract carpentry work

(including any and all work set out in paragraph 5(b) above) on the Region's existing housing stock to contractors/subcontractors who are not in contractual relations with the Carpenters' Union; and

- (f) the Region agrees that, notwithstanding any of the above terms which do not require the Region to contract/subcontract non-ICI work to Union contractors/subcontractors, any contractors/subcontractors that are in contractual relations with the Carpenters' Union will be given the full opportunity to bid upon any/all such work, in accordance with the Region's normal policies, and will in no way be discriminated against because of their Union relationships.
6. The basic hourly wage rates for any carpenters employed under this Agreement shall be \$31.00 per hour for Journeyman with the corresponding percentages (as set out in the Carpenters Provincial ICI Collective Agreement) of this non-ICI Journeyman rate being paid to apprentices working under this non-ICI collective agreement (being: 1st term, 1st half – 60%; 1st term, 2nd half – 65%; 2nd term, 1st half – 70%; 2nd term – 2nd half – 75%; 3rd term, 1st half – 80%; 3rd term, 2nd half – 85%; and, 4th term, 1st half – 90%; 4th term, 2nd half – 95%), save and except that any employees regularly employed by the Region under the Carpenters Provincial ICI Collective Agreement shall not have their wage rates reduced in any way because they are assigned to perform work under this non-ICI collective agreement.
7. This Collective Agreement is in effect as of May 1, 2015 and remains in effect until April 30, 2016. Should either party wish to renegotiate the terms and provisions of this Collective Agreement, then that party must provide written notice to the other party not more than ninety (90) days and not less than thirty (30) days prior to April 30, 2016 (or in any like three-year period thereafter). If no such notice is provided, either in 2016 and/or in any third year thereafter, then this Collective Agreement will automatically renew itself for a further three-year period.

FOR THE REGION

FOR THE UNION

[Signature]
Signature

[Signature]
Signature

Jane E. Albright
Print Name
Commissioner

Sean O'Dwyer
Print Name

HR+ Citizen Service
Position

Senior Business Rep L.U.785
Position

Sept 16, 2015
Date:

Oct 5, 2015
Date:



Report: PDL-CUL-15-20

Region of Waterloo
Planning, Development and Legislative Services
Cultural Services

To: Chair Sean Strickland and Members of the Administration and Finance Committee

Date: November 17, 2015 **File Code:** R01-01

Subject: Waterloo Regional Tourism Marketing Corporation - Evaluation and Future Funding

Recommendation:

That the Regional Municipality of Waterloo approve in principle a minimum of \$300,000 in annual funding for the Waterloo Regional Tourism Marketing Corporation for 2016-2020 subject to annual budget approval, to continue this region-wide shared services approach for Tourism, as described in Report No. PDL-CPL-15-20, dated November 17, 2015.

Summary:

The Waterloo Regional Tourism Marketing Corporation (WRTMC) has been funded by both municipal and private partners since its inception in 2007. WRMTC allows a coordinated approach to marketing Waterloo Region to outside visitors. The mandate of WMRTC is to market tourism opportunities in Waterloo Region to potential visitors from outside the region – encouraging more people to visit the area, to spend more, and to stay longer.

WRTMC successfully delivers products and services including the www.explorewaterlooregion.ca website, the Explore Waterloo Region Travel Guide, as well as initiating and supporting successful bids and events, and representing the region at trade shows and conferences.

WRTMC is funded by the Region and Area Municipalities, membership fees, and private sector revenue. Municipal contributions have averaged about 70% of total revenue; the Regional share is about 50% of the total municipal share. Based on the success of the organization, as outlined in Attachment 1, it is recommended that Council approve in

principle the continuation of a minimum of \$300,000 in annual funding for the Waterloo Regional Tourism Marketing Corporation for five additional years (2016-2020). Similar reports are being considered by the Area Municipal Councils in November and December.

Report:

Waterloo Regional Tourism Marketing Corporation (WMRTC) is a regional centralized body representing Waterloo Region. It aims to increase visitors to Waterloo Region by promoting the region and its attractions to high-potential markets.

WMRTC coordinates efforts across all tourism sectors, allowing for a great focus on marketing the region as a whole.

According to the Ontario Ministry of Tourism, Culture and Sport, there were 142 million visits to Ontario in 2012. This number is expected to grow to 156 million by 2017. This translates to approximately \$1.1 billion spent by visitors in Ontario.

Local tourism events have substantial economic impact to Waterloo Region. These include: Oktoberfest - \$21 million (2013); Big Music Fest - \$7 million (2014); and Ontario Volleyball Championships - \$4.4 million (2015).

Funding Model

Since its inception in 2007, WMRTC has been and continues to be funded by the Region of Waterloo, the Cities of Cambridge, Kitchener and Waterloo, the Townships of Wilmot, Woolwich, Wellesley and North Dumfries, and private sector tourism businesses.

In the past five years, public sector support has contributed 61-70% of WMRTC's total revenue budget. The Region of Waterloo has contributed \$300,000 per year since the inception of WRTMC, which is about 50% of the total municipal funding. In 2011, Regional Council approved continuation of WRTMC funding, with another evaluation of WRTMC activities and financial support to be completed in 2015 (Report No. CA-11-008, dated December 6, 2011). This evaluation and recommendation for continued funding has been prepared in response; similar reports are being considered by the Area Municipal Councils.

One of WRTMC's strategic plan goals is to grow private sector contributions to match its municipal support and sustain the corporation over time. The key to achieving this revenue growth would be the implementation of a destination marketing program, which would enable Waterloo Region to compete on a more even playing field with other areas. Discussions about implementing such a program have been ongoing with local hotel and attraction partners for several years, and would benefit from local political support.

Partnerships

In addition to local municipal and private sector partnerships, the WMRTC is also actively working with the Regional Tourism Organization 4 (RTO4), Communitech, CTT and WREDC, Creative Enterprise Initiative, municipal BIA, and the local universities and college. These partnerships are an initiative to develop and grow relationships both in and out of the Waterloo Region in order to nurture visitation. This is a great example of a successful shared service delivery model within our community.

Services and successes

- Manage explorewaterlooregion.ca – the tourism website for the region – an important marketing tool:
 - Increased the number of unique visitors to this page by 40% since 2013
 - Planned upgrades include making it mobile friendly and responsive, in addition to adding more video and content
- Produce Waterloo Region Travel Guide – key marketing tool for visitors, conference and sport groups, ensures each community is equally represented on the cover:
 - Decreased production from 120,000 copies in 2013 to 30,000 in 2016
 - Eliminates need for individual municipalities and townships to produce their own
- Develop sport tourism program in partnership with the RTO4, Cities of Cambridge, Guelph, Kitchener, and Waterloo:
 - Allows coordinated bid opportunities
 - Increased awareness of Waterloo Region to provincial and national sport organization
- Bid development:
 - Supports and initiates bids for a number of events
 - Coordinates accommodations for large events
 - Have secured OVA Provincial Championships until 2018
- Conduct site and familiarization tours:
 - Hosted sport familiarization tour with six provincial sport organizations
- Represent the region at trade shows and conferences
- Attract media attention to Waterloo Region:
 - Since 2011, leveraged over 39 million media impressions with an estimated value of \$4.5 million
 - Arranged for CTV's Canada AM to broadcast live for three hours from St Jacobs Farmers' Market

Future Plans

WRMTC is shifting away from a destination marketing organization to a destination marketing and management organization (DMMO). This means it will become more of a destination developer, to help partners deliver an outstanding visitor experience.

Examples of this shift include:

- Working with Regional Tourism Organizations 1,3, and 4 to develop and improve facilities on the Grand River
- Working with Grand Experiences and St. Jacobs to develop an Ontario signature experience cycling product
- Working with the Region of Waterloo, the Cities of Cambridge, Kitchener and Waterloo and the Townships of Woolwich and Wilmot to develop a cycling strategy to tie cycling events, attractions and recreation cycling together.

Corporate Strategic Plan:

The tourism sector is an important element of our Regional economy. The Region's contribution to WRTMC supports Strategic Objective 1.1. "Support existing businesses and attract new employers and investments (to stay, grow, thrive and prosper).

Financial Implications:

Funding for the Waterloo Regional Tourism Marketing Corporation in the amount of \$300,000 is included in the Economic Development Preliminary 2016 Budget. Any changes to this amount would be through the annual budget approval process.

Other Department Consultations/Concurrence:

Nil.

Attachments:

Attachment 1 - Evaluation of the Waterloo Regional Tourism Marketing Corporation (2011-2015)

Prepared By: Lucille Bish, Director, Cultural Services

Approved By: Rob Horne, Commissioner, Planning, Development and Legislative Services

Attachment 1 - Evaluation of the Waterloo Regional Tourism Marketing Corporation (2011-2015) - In Support of Continued Funding of the Waterloo Regional Tourism Marketing Corporation

1. Background

Creation of WRTMC

WRTMC was established in 2007 with funding provided by the Region of Waterloo, the Cities of Cambridge, Kitchener and Waterloo, the Townships of Wilmot, Woolwich, Wellesley and North Dumfries and private sector tourism businesses.

The initiative was undertaken when it was recognized that tourism was a significant industry in Waterloo Region and that Waterloo Region was lagging behind comparable municipalities such as London and Hamilton. There had previously been no central body to develop partnerships and participate in provincial initiatives – three cities and two townships were providing individual tourism-related services.

Coming together under one organization – a municipal, industry and community partnership allowed greater focus on marketing the area as a region and coordination of efforts across all tourism sectors.

Mandate and Mission Statement

The mandate of WRTMC has been and continues to be to market tourism opportunities in Waterloo Region to potential visitors from outside the region – encouraging more people to visit the area, to spend more and to stay longer.

- Our mission is to increase visitors to the Waterloo Region by focusing resources on promoting the Region and its attractions to high-potential markets.

Focus

The focus of WRTMC has been to build image and awareness of Waterloo Region through a variety of marketing activities undertaken in partnership with tourism industry members and RTO4 (Regional Tourism Organization 4).

WRTMC's focus has been to remain abreast of the rapidly changing market by conducting research and continuing to adjust our strategies to ensure that WRTMC is relevant and offering value to our members and stakeholders. Our efforts in the market have focused on undertaking co-operative marketing programs with our partners, direct sales at industry trade shows and conferences, creation and distribution of visitor information in print and digital format and working with the media to build image and awareness of the Waterloo Region.

Visitor Services continues to be supported by WRTMC through the provision of the Explore Waterloo Region annual travel guide publication, however the Visitor Centres continue to be operated and funded by local municipalities. They offer a core level of services including literature distribution and over-the-counter counseling. WRTMC is exploring new applications to reach visitors digitally with information (web, mobile etc.) while they are in the Region. This is an opportunity to encourage visitors to stay longer and to offer an incentive for them to return for a future visit.

Governance

WRTMC was incorporated as a not-for-profit membership based organization governed by a Board of Directors. The Board of Directors has 14 seats – eight tourism industry members (representative of each of 5 tourism industry sectors and geographically from across Waterloo Region) and six ex-officio members representing the Region of Waterloo and area municipalities (CAO or designate of the Region, Cambridge, Kitchener, Waterloo, Wilmot and Woolwich).

The current (2015) Board of Directors are:

Vanessa Stevenson, Homewood Suites by Hilton – President
David Brenneman, CAO, Township of Woolwich – Vice President
Tim Anderson, CAO, City of Waterloo – Treasurer
Lucille Bish, Director of Community Services, Region of Waterloo
Bob Harris, Chicopee Tube Park
Shuker Ismail, General Manager, Homewood Suites St. Jacobs
Steven Karcher, Executive Director, Drayton Entertainment
Kent McVittie, Commissioner of Community Services, City of Cambridge
Salim Mukadam, General Manager, Holiday Inn Kitchener
Jenny Shantz, St. Jacobs Country
Paul Sutton, Operations Manager, Palm Holdings
Grant Whittington, CAO, Township of Wilmot
Jeff Willmer, CAO, City of Kitchener

2. Importance of Tourism to the Economy

Ontario Economic Contribution

- In 2012, tourism totaled an estimated \$28 billion in receipts – more than the agriculture, forestry and mining industries combined.
- Tourism currently represents over 149,000 businesses, employs more than 359,000 people and is responsible for 4% of Ontario's GDP.
- There were 142 million visits to Ontario in 2012 – expected to grow to 156 million by 2017.

- The Ontario Ministry of Tourism, Culture and Sport reports visitation in 2012 as 11.5 million, with almost 3 million staying overnight, 8.5 million are making day visits.
- million visit for leisure
- 1.3 million visit for business
- Total visitor spend is \$1.1 billion, \$800k of that spent by visitors from Ontario.
- The economic impact of events on Waterloo Region is substantial;
 - TD Kitchener Blues Fest - \$3.8 million (2013 number)
 - Oktoberfest - \$21 million (2013 number)
 - Big Music Fest - \$7 million (2014 number)
 - ON Volleyball Championships - \$4.2 million (2011 number)
 - LPGA - \$20 million (per year est.)

3. Accomplishments of WRTMC (in the last 4 years)

Success to Date

Since 2013, WRTMC has increased the number of unique visitors to our website by over 40%. This is primarily thanks to an upgrade to the site itself, increase in social media promotion and a call to action on all promotional materials to our website. We continue to see growth from both inside and outside the region and our partners are enjoying referral visitation to their sites at a higher degree.

WRTMC began tracking the number of leads and room night business generated for hotel partners from meetings and sport business in 2014. Since that time, we have booked 19 sporting events and 20 corporate meetings representing almost 30,000 room nights.

Waterloo has been the location for the OVA Provincial Championships since 2008 and every two or three years we have to bid for future years. Working in partnership with the City of Waterloo, we have supported the bids for the 2015 – 2016 and 2017 – 2018 events. We have successfully secured the business for 2015 – 2018. This tournament has grown exponentially – increasing the economic impact from \$4.2 million in 2011 to \$6.7 in 2015.

We have learned that it is important to pursue new business, but it is even more critical to maintain the business that we have. As a result, we are working with our partners to ensure the return of Canadian Cheer (The Aud, Kitchener), Watchtower (The Aud, Kitchener), and Home Hardware (St. Jacobs) on an annual or semi-annual basis. Sadly we were unable to convince Skills ON to stay, but this was a result of tremendous growth which no longer could be accommodated in Waterloo Region.

We continue our work in attracting media attention as we have since the inception of

WRTMC. Since 2011, we have leveraged over 39 million media impressions at an estimated value of \$4.5 million. This activity has been achieved through efforts with travel media – meeting them at conferences and inviting them to Waterloo Region to visit and write about their experiences. In October 2014 we welcomed CTV’s Canada AM to the St. Jacobs Farmers’ Market for a 3 hour live broadcast that was seen across Canada. Partners in this venture were the Ontario Tourism Marketing Partnership and RTO4. This coverage was valued at \$293,000.

4. Financial Analysis

Revenues – Industry participation

Year	Public Sector funding	Private Sector funding	Total Revenue	% Public Sector support
2011	\$595,500	\$258,772	\$854,272	70%
2012	\$572,400	\$287,987	\$860,387	66%
2013	\$597,250	\$197,266	\$794,111	75%
2014	\$605,150	\$257,809	\$862,959	70%
2015 (Budget)	\$605,150	\$269,000	\$874,150	69%

WRTMC spending on outbound activities accounts for approximately 60% of our budget.

WRTMC receives 30% of revenues (based on 2014) from private sector partners. In order to grow this contribution by any significant amount, we will need to implement a destination marketing program (DMP or DMF – destination marketing fee) in Waterloo Region. The implementation of a DMP has been considered by local hotel and attraction partners for the past several years, but has yet to gain significant support. The Waterloo Region Hotel Association members are continuing discussions amongst hotel owner and managers but there is not yet a plan in place to move forward.

Implementation of such a program would add approximately \$700,000 to our bottom line and allow us to compete on a more even playing field with neighbouring DMOs with a DMP in place (London is very close to implementing and Stratford has had a DMP in place for over 3 years). This would improve the portion of private sector support of total revenue.

Local political support for the implementation of a DMP would help to move the process

ahead. A meeting between political leaders and hotel and attraction ownership representatives to discuss the benefits of a DMP and how incremental funds could be invested to increase business with the continued support from public sector partners is an option that is recommended.

5. Going Forward

Destination Marketing Organizations shift focus

As the world around us is changing, so must our DMO model. The new recognized edition is a DMMO (Destination Marketing and Management Organization). For DMOs, this transition means becoming a destination management organization instead of just a destination marketing organization. In this regard, DMOs are becoming more prominent as "destination developers" by acting as catalysts and facilitators for the realization of tourism developments.

The role of WRTMC is not simply as a destination marketing organization. In order to develop and support a brand for Waterloo Region, we need to ensure that we can help our partners deliver an outstanding visitor experience. Examples include, but are not limited to;

- Work with RTO4, RTO3 and RTO1 to identify, develop and improve facilities on the Grand River and further develop this natural asset as a tourism destination;
- Work with Grand Experiences and St. Jacobs to develop an Ontario Signature Experience cycling product in Mennonite Country;
- Collaborate with the Region of Waterloo, the Cities of Cambridge, Kitchener and Waterloo and the Townships of Woolwich and Wilmot to build a cycling strategy for the region tying together events (Tour de Waterloo, Grand, Steaming Nostril etc.), attractions (Grand River Trail, Hydrocut and Guelph to Goderich Trail) and recreational cycling.

In order to fund our efforts, sustainable renewable resources need to be in place. Continued partnership with RTO4 will help, but we will need to engage our municipalities and communities too.

The cycling project is an excellent example.

- Municipal support for signage, road repairs or closures for events are already part of the Transportation Master Plans in several jurisdictions.
- A cycling map of the Region is being created and printed through the cooperation of the municipal partners
- WRTMC has partnered with Transportation Options/Ontario by Bike to deliver

workshops in the Region on becoming a 'bike friendly' business and to date 13 businesses have been certified. More to come.

- A working group of recreational cycling enthusiasts, municipal and regional staff, Active Transportation Advisory Group members and WRTMC has been formed to collaborate on cycling initiatives for both visitors and residents of Waterloo Region.
- A cohesive plan for this market should be implemented across all partner municipalities.

Strategic Plan Updates

WRTMC objectives set the foundation for the updated Strategic Plan and some of these remain unchanged since our last iteration of the plan. Action priorities and performance measures have been updated based on strategic planning sessions held with the WRTMC Board of Directors and two stakeholder meetings held in 2014.

During our sessions, we identified the strengths, weaknesses, opportunities and threats to WRTMC in a traditional workshop session. Once identified, we were able to determine our objectives based on the activities that WRTMC is capable of influencing or have contingencies for and plan our strategy.

The objectives are:

- Create a business model for the Corporation that can be sustained over time and grow private sector contribution to match municipal support;
- Establish WRTMC as the authoritative source in Waterloo Region for tourism marketing;
- Focus on establishing and enhancing the brand for Waterloo Region in partnership with WREDC, the Region of Waterloo and municipal partners;
- Capitalize on social media and smart technology to engage and access residents, industry and markets.

Specific Action Priorities are derived from each of the above objectives and provide a 'menu' of actionable work from which an annual operational and marketing plan is built.

Marketing Plan

The WRTMC Marketing Plan is developed in partnership with key partners (RTO4 and OTMPC) and members while at the same time aligning efforts with market research available to us through a number of sources.

We have determined that our key target markets include sport, meetings and

conferences, travel trade and leisure. Our focus on sport and partnership with RTO4 and the City of Guelph in the market are relatively new although the Cities of Kitchener and Waterloo have long recognized our opportunities in this area. Our target is primarily Ontario minor sport, although we have seen some success in attracting larger events (Volleyball Canada) through our relationships with Ontario sport groups. We plan to intensify our efforts in this segment in the upcoming years because we can measure our success and we have the infrastructure that can support and attract this market.

Corporate meetings and conferences are again a target for WRTMC. We have several hotels and unique venues that make Waterloo Region a suitable choice for hosting Ontario based group events. We are targeting Ontario based associations and Waterloo Region based corporations in an effort to secure more of this business. Again, this is measurable and we intend to increase our joint efforts with our partners in this area.

Waterloo Region has long been a 'stop' for tour bus traffic enroute to Stratford or Niagara Falls. We are working with our partners to extend the stay of these tour operators by showing them the wealth of attractions on offer. We are beginning to see the fruits of our labour and will continue to pursue tour operators based in Ontario, Quebec and beyond.

In the leisure market, we have shifted our focus to using our strength to attract visitors to extend their stay in our region. We are known for festivals and events and we are using this awareness to attract visitors. We continue to pursue the family and couples segments throughout the year, but are more targeted in our approach. Social media (Facebook, Instagram, Twitter and blogs) makes it much less expensive to target potential visitors and we continue to grow our efforts to reach these groups.

ExploreWR.ca Website

The astronomic growth of connectivity by our target markets and the world in general has necessitated continuous upgrading and tweaking to our website. In the next four months, we will initiate another major overhaul to the site making it mobile friendly and responsive as well as adding more video and content. We recognize that ExploreWR.ca is one of our most important tools in marketing Waterloo Region and our team is focusing on keeping it current and relevant.

Explore Waterloo Region Travel Guide

Although the demand for printed material has diminished significantly (WRTMC produced 120,000 travel guides in 2013 and plan to reduce production to 30,000 for 2016), the annual travel guide remains an important tool that is requested by individual visitors, conference and sporting groups throughout the year. We plan to continue to print and distribute the guide for the foreseeable future while keeping an eye on demand to ensure our investment in production is well spent.

Each city and township within Waterloo Region is profiled in the travel guide annually. The cover is dedicated to a significant anniversary or event (2014 was the 20th anniversary of the Grand River's designation as a Heritage River, 2015 was the 15th anniversary of the TD Kitchener Blues Festival). In addition to that, WRTMC tries to ensure that each community is equally represented on the cover.

6. Advantages Of A Region-Wide DMO

One of the compelling reasons for creating a Regional DMO in 2007 was that our partners recognized that there were "no borders" when it comes to tourism. Out-of-towners don't know and don't care if they have crossed from Cambridge into Kitchener, but what they do care about is, "is there enough to do in this localized vicinity to keep me here overnight?"

From the tourist's perspective, as well as from a marketing perspective, promoting the Region as a whole rather than each municipality on its own is ultimately about marketing. It is a more convincing story. Period.

Annual Travel Guide

Prior to the creation of WRTMC, each municipality and several townships created their own visitor guide. The Explore Waterloo Region Travel Guide, which is produced on an annual basis has taken the place of the smaller publications and saved both staff time and money for partners.

Trade Shows and Conference Representation

WRTMC collaborates with our partners to represent Waterloo Region at tourism related events targeting meetings, conference travel trade, media and sport business. Taking the lead and ensuring continued presence under one banner helps to eliminate brand confusion in the marketplace and save time and money for our partners.

Sport Tourism

The partnership with RTO4 and the City of Guelph has allowed WRTMC to represent the region as a single destination for the first time. In a market that in the past had been pursued by the Cities of Kitchener and Waterloo and hotel partners independently, a cohesive representation not only saves staff time and resources, but also reduces confusion in the market for our destination.

This partnership has been in the discussion stages since the Cities of Waterloo and Kitchener jointly funded a study on the best ways to approach the sport market in 2008. Finally, we have a partnership to reach this critical market that allows us to compete more effectively with neighbouring communities in Ontario.

Although we have only recently created this partnership, we have already seen a number of events confirmed for Waterloo Region including Mudderella (the first in Canada and returning in 2016), Canadian Fencing University Cup Championships, ON Pickle ball Championships and the Eastern National Pickle ball Championships. Working together with our neighbouring communities makes it possible for us to bid for larger sport events – even as large as Canada Summer Games.

Special Events

Bidding on and hosting large events would be very difficult or even impossible without a regional organization. There are a number of special events that Waterloo Region is capable of hosting – all we need is buy in from partners, some sponsorship and a region-wide coordinating body to pull together the bid. Think of Memorial Cup, the Juno Awards, Canadian Country Music Awards. Events of this magnitude bring business to the Region and raise our profile across Canada.

Site and Familiarization visits

As a single organization representing all of Waterloo Region, staff is able to cross borders seamlessly between municipalities when potential clients or media visit.

2011 – 2015 Initiatives & Partnerships

We have worked hard to develop and grow relationships with organizations both in and out of Waterloo Region in order to grow visitation. WRTMC has a limited budget and small team, so leveraging our efforts allows us to do more with less.

Current and future partnerships include:

Communitech

We want to grow ‘tech tourism’ in our Region building on the recognized success of Waterloo Region with Blackberry, Open Text, Sandvine, Google and more. We are working with Communitech to further develop ideas for opening the doors to visitors for this industry.

CTT and WREDC

Working synergistically, we can grow the brand of Waterloo Region, further develop the region as an attractive destination to visit, live, learn and do business. Although our goals are different, they do align and we need to ensure that we are working together to deliver the same brand message to our target markets.

Creative Enterprise Initiative (CEI)

The development of arts and culture product not only attracts visitors to the region but also raises the quality of life for residents. Further collaboration and integration with CEI will enhance our ability to attract visitors. Visitor spending helps support a broader and

higher quality set of local amenities than an area could otherwise sustain. The cultural, entertainment, culinary, and retail attractions that visitors support make a place more attractive to investors.¹

Working with CEI, we can take these products (including festivals) to market. This partnership must be nurtured and grown – if we are able to help budding artists to be operationally and financially stable, we will have a community that can attract not only visitors, but also residents and businesses. There is tremendous potential in this partnership that is as of yet untapped.

RTO4

RTOs were created by the Ontario government in 2009 to be a conduit for DMOs to work with the OTMPC (ON Tourism Marketing Partnership Corp). And OTMPC prefers working with DMOs that represent more than one entity. WRTMC has worked to develop a partnership with RTO4 and we intend to continue to work with them in areas that serve to grow our DMO and business to Waterloo Region. The RSTO (Regional Sport Tourism Office) is a great example of cooperation across the region and will continue.

Municipal BIAs

We have worked with these groups in the past, but we want to further develop and nourish the relationships to engage smaller businesses to recognize and benefit from tourism traffic.

Universities and Conestoga College

The sport initiative has opened doors with our university partners and we continue to explore ways to capitalize on the visiting parents and families as well as the meetings opportunities that exist through the many academic based organizations connects through faculty and staff.

7. Conclusion

High performing organization; meeting needs of municipalities and tourism industry; tourism partners value the organization; revenues are growing

Prepared by Minto Schneider, WRTMC Executive Director

October 9, 2015

Council Enquiries and Requests for Information				
Administration and Finance Committee				
Meeting date	Requestor	Request	Assigned Department(s)	Anticipated Response Date
24-Mar-15	T. Galloway	Report on options and impacts regarding blending Multi-Residential and New Multi-Residential property classes.	PDLS/COR (Finance)	Dec-2015