Present were: Chair T. Galloway, L. Armstrong, J. Brewer, D. Craig, R. Deutschmann, J. Haalboom, B. Halloran, R. Kelterborn, *G. Lorentz, C. Millar, J. Mitchell, K. Seiling, S. Strickland, J. Wideman and C. Zehr

Members absent: T. Cowan

DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT

T. Galloway declared a conflict of interest with respect to report CR-FM-12-005/P-12-032, 2012 Community Environmental Fund Allocation – Environmental Stewardship Stream, as the recommended project 2012-06, City of Waterloo Environmental Reserve Community Planning Project involves lands belonging to the University of Waterloo, which is his employer.

DELEGATIONS

a) Murray Gamble, Vice-President, and David Marskell, Chief Executive Officer, THEMUSEUM, re: activities, priorities and programming for 2012

M. Gamble and D. Marskell provided an overview of THEMUSEUM’s activities, priorities and programming for 2012, including:

- Board priorities;
- Review and environmental scan of museums’ best practices worldwide;
- Major features and exhibitions from recent years;
- Positive results arising from past investments;
- Anticipated future challenges;
- Prospective work for 2012;
- Leveraging of private sector for additional support; and
- Commitment to efficient use of funds.

The presentation is attached to the original minutes.

The Committee asked D. Marskell for additional information on upcoming exhibits and on the upgrading of permanent exhibits. The Committee expressed that contributions to THEMUSEUM are viewed as investments, and thanked the organization’s Board and staff for their work.

b) Jennifer Voss, Activa Holdings re: development charges for Grey Silo condominium project

J. Voss provided a presentation to the Committee with regard to development charges on the Carriage Crossing development in Waterloo, including:
- Details of the development;
- Details of the clubhouse facility and amenities offered;
- Detailed explanation of the grounds upon which Activa believes there should be no Regional development charge on the clubhouse facility; and
- Request that the Committee consider that Regional development charges were not warranted on the clubhouse facility, and that the charges paid be refunded.

The presentation is attached to the original minutes.

Calvin Barrett, Director, Financial Services/Development Financing, provided the Committee with an overview of the process by which development charges are levied and collected, as well as the dispute process when disagreements arise as to the charges’ calculation. He indicated that the Region has not yet received any formal complaint on the charge in question, though there has been some correspondence with regard to certifying the amount of the development charge to the City of Waterloo for collection.

The Committee observed that, in light of the prescribed manner for making complaints in the Development Charges Act, it would be inappropriate to decide upon the appropriateness of the development charge at the Committee level and the delegation should be instructed to make its complaint in the prescribed manner.

The Committee noted past property development projects with similar attributes which may provide useful comparisons with the development in question, notwithstanding the potential differences in development charges legislation between that time and the present. The Committee asserted the importance of maintaining consistency in the process of receiving and transparently addressing development charges complaints.

A member of the Committee inquired as to the details of the process of collecting the development charges for this development, and ascertained from C. Barrett that the City of Waterloo did not collect a development charge. The Committee requested that staff provide details at a later date of how the Region’s development charge by-law differs from that of the City of Waterloo, with an explanation of the different calculations made by the Region and the City, as well as detail on the process of calculating development charges and how developers can appeal the determinations made by staff.

The Committee observed that it would be able to forgo the Region’s development charges on the development upon appeal of those charges, as prescribed in legislation. Debra Arnold, Director, Legal Services/Regional Solicitor, provided clarification as to the manner in which development charge complaints are received and the subsequent interpretation of the development charge by-law, where an opportunity is provided for a public airing of all relevant considerations to examine whether the calculation of the development charge was correct.

The Committee recalled that the Region has provided development charge grants to certain organizations, and that for those cases alternate funding for the charges needed to be found from elsewhere in the Region’s budget. The Committee obtained from C. Barrett an estimate of the per unit development charges for similar property developments.

Chair T. Galloway declared that the general consensus of the Committee was that any further consideration of the issue of the development charge would come after the receipt of a formal complaint by the applicant as prescribed in the Development Charges Act.

*G. Lorentz left the meeting at 11:50 a.m.
REPORTS – Finance

a) F-12-015, Quarterly Summary of Tenders, Request for Proposals and Consultant Proposals Approved by the Chief Administrative Officer

Angela Hinchberger, Acting Chief Financial Officer, provided an overview of the report and noted that its content consolidates the reporting of all CAO awards into one report.

The Committee obtained a progress report from Mike Murray, Chief Administrative Officer, with regard to the request for proposals for joint economic development studies.

INTERDEPARTMENTAL REPORTS

b) CR-FM-12-005/P-12-032, 2012 Community Environmental Fund Allocation – Environmental Stewardship Stream

The Committee took separately the question of the project funding allocation for the recommended project 2012-06, City of Waterloo Environmental Reserve Community Planning Project, due to the conflict of T. Galloway.

MOVED by J. Wideman
SECONDED by B. Halloran

THAT the Regional Municipality of Waterloo approve project funding allocations of $138,790 for the Environmental Stewardship Grant stream of the Community Environmental Fund, as described in Appendix A of Report P-12-032/CR-FM-12-005, dated February 28, 2012, excluding project 2012-06, City of Waterloo Environmental Reserve Community Planning Project.

CARRIED

Vice-Chair C. Zehr assumed the Chair to consider the recommended project 2012-06, City of Waterloo Environmental Reserve Community Planning Project.

MOVED by J. Wideman
SECONDED by B. Halloran

THAT the Regional Municipality of Waterloo approve project funding allocations of $31,290 for the Environmental Stewardship Grant stream of the Community Environmental Fund for project 2012-06, City of Waterloo Environmental Reserve Community Planning Project, as described in Appendix A of Report P-12-032/CR-FM-12-005, dated February 28, 2012.

CARRIED

Chair T. Galloway assumed the Chair.

OTHER BUSINESS

a) Council Enquiries and Requests for Information Tracking Sheet was received for information. Chair T. Galloway noted the removal of the ‘Best Value Bidding’ item and the ‘Analysis of consulting fees on Regional capital projects’ item from the Committee’s tracking list, owing to the report E-12-022/CR-FM-12-004, Consultant Selection Results – 2007-2011 which was brought to the Planning and Works Committee.
NEXT MEETING – March 20, 2012

MOTION TO GO INTO CLOSED SESSION

Chair T. Galloway noted that item (g) from the closed motion listed on the meeting agenda is no longer required and would not be included in the motion.

MOVED by L. Armstrong
SECONDED by G. Lorentz

THAT a closed meeting of the Planning and Works, Administration and Finance and Community Services Committees be held on Tuesday, February 28, 2012 immediately following the Administration and Finance Committee meeting in the Waterloo County Room, in accordance with Section 239 of the Municipal Act, 2001, for the purposes of considering the following subject matters:

a) proposed or pending disposition of land in the City of Cambridge
b) potential litigation and receiving of legal advice and opinion that is subject to solicitor client privilege related to a contract
c) personal matters about identifiable individuals – committee appointments
d) personal matters about identifiable individuals – committee appointments
e) personal matters about identifiable individuals
f) potential litigation and receiving of legal advice and opinion that is subject to solicitor-client privilege related to a proceeding before an administrative tribunal
g) proposed or pending disposition of land in the City of Waterloo
h) labour relations
i) personal matters about identifiable individuals – committee appointments

CARRIED

ADJOURN

MOVED by G. Lorentz
SECONDED by J. Mitchell

THAT the meeting adjourn at 11:55 a.m.

CARRIED

COMMITTEE CHAIR, T. Galloway

COMMITTEE CLERK, M. Grivicic
To scan the globe for fresh cultural content and use it to stage experiences that stimulate transformative connections for our audience.
Board Priorities - 2009

• To become Premiere Cultural Destination

• To appeal to a broader demographic both by age and geographically

• To become sustainable
We have scanned the globe...
...for world class
...exhibitions

Record ARTS & LIFE | SATURDAY
JULY 30, 2000
Section F

Kitchener exhibit will examine life, work and the mystery surrounding the death of the famous artist

Exploring Tom Thomson

Kitchener exhibit will examine life, work and the mystery surrounding the death of the famous artist

Elmira native finds haven on new TV series

When ultrasound scans caught the eye of a 25-year-old Kitchener woman, she was shocked to learn that she was pregnant. Now, she's finding comfort in her new life as a mother.

Grossology exhibit relishes the 'ick' factor

From 18-meter-long tapeworms to how a cow's stomach works, it's all here

Rethinking art and machine

Featuring 7 acclaimed artists, Themuseum's RAM exhibit explores the interplay between art and technology

Online chat tackles readers' in-law problems

Debra Silva

...
Attracting Thought Leaders and World Class Collaborations

THOUGHT LEADERS
Astronaut Bjarni Tryggvason
Doctor Jane Goodall
ROM CEO Janet Carding
Film Producer John Landau
Seven RAM Artists from 5 Countries
Authors Roy MacGregor and Ross King
Warhol Museum Ed Thomas Sokolowski
CBC Radio and Internet Personality Jian Ghomeshi
AGO CEO Matthew Teitelbaum
Eddie Friel (Order British Empire)
Artist Max Dean

UNIQUE COLLABORATIONS
Museums of the Sichuan Province
Experience Music Project Museum Seattle
Kohl Children’s Museum Chicago
Science & Technology Museums in Chongqing
Three Gorges Museum in China
Museum of Vancouver
Art Gallery of Calgary
ART67 Iceland
McMichael Canadian Art Collection
National Gallery of Canada
Saskatchewan Science Centre
Bitforms Gallery Chelsea
# Early Investment Paying Dividends

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage Increase 2007 – 2011</th>
<th>2011 Actual</th>
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<tbody>
<tr>
<td>School Attendees</td>
<td>62%</td>
<td>7,173 attendees</td>
</tr>
<tr>
<td>School Revenue</td>
<td>143%</td>
<td>$60,228</td>
</tr>
<tr>
<td>Camp Attendees</td>
<td>217%</td>
<td>2,625 attendees</td>
</tr>
<tr>
<td>Member Families</td>
<td>74%</td>
<td>1,002 families</td>
</tr>
<tr>
<td>Child Admissions*</td>
<td>46%</td>
<td>34,170 children</td>
</tr>
<tr>
<td>Total Turnstile</td>
<td>91%</td>
<td>88,069 visitors</td>
</tr>
<tr>
<td>Employees</td>
<td>127%</td>
<td>50 employees</td>
</tr>
<tr>
<td>Corporate Support</td>
<td>36%</td>
<td>$260,000</td>
</tr>
<tr>
<td>Revenues**</td>
<td>145%</td>
<td>$3,141,089</td>
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</table>

* More Children than when THEMUSEUM was a Children’s Museum

** Revenue has increased from $800K to $3.1M
“I can bring my niece here and she would love this, I can bring my parents and they would love it, I can bring my cool friends and they would love it and this has new ideas, futuristic ideas and because there is enough going on and it is an example, a prototype of what should be happening in other places...congrats to you guys!”
Status - Board Priorities

• To become Premiere Cultural Destination
  ▪ Significant out of town visitors = economic impact
  ▪ Attracting out of town media
  ▪ International organizations willing to collaborate
  ▪ KW Chamber of Commerce 2012 Business Excellence Award - Tourism Nominee

• To appeal to a broader demographic both by age and geographically
  ▪ More children than when a Children’s Museum
  ▪ Expanding age demographic while growing child and youth segments
  ▪ 43% of visitors from outside Waterloo Region

• To become sustainable
  ▪ Earned revenue represents 50% of all revenue
  ▪ Corporate partnership revenue up 36%
  ▪ Capacity issues hamper quest for sustainability while meeting mandate
...and we are contributing to the local economy

$7,595,577 million local economic impact generated by THEMUSEUM in fiscal ending June 30, 2011. Ontario Ministry of Tourism's Regional Economic Impact Model
Meeting the Demands of the Growing Community

• While the demand regionally is growing for multiple uses of THEMUSEUM, there are autonomous forces that will continue to impact us.

• Waterloo Region is growing by 10,000 people per year and will have 650,000 residents in 2020.

• Light Rapid Transit will mean easier access to THEMUSEUM by the current 550,000 residents and tens of thousands of university students.

• GO Train Service and increased VIA service will increase the accessibility to out of region visitors, an already growing market for THEMUSEUM.
2012
Quality and Quantity of Programming

- Increased number of Museum After Dark programs
- International speakers, films and special events
- Investment in Sales and Marketing Efforts
- **ARENA** I The Hockey Exhibition
- **Peace Celebration by Yoko Ono on 100th Anniversary of War of 1812**
- **DINOSAURS!**
- **Dazu Rock Carvings Exhibition** (North American Premiere)
- **World Premier Exhibition to be announced May 2012.**
Dazu Rock Carvings Exhibition
Require Collective $600K in Baseline Budget in order to Plan Municipal Funding

<table>
<thead>
<tr>
<th>Region</th>
<th>2010</th>
<th>2011</th>
<th>Difference (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Region of Waterloo</td>
<td>$300,000</td>
<td>$360,000</td>
<td>+ 20%</td>
</tr>
<tr>
<td>City of Kitchener</td>
<td>$120,000</td>
<td>$120,000</td>
<td>0% (+$70,000 Gift in Kind)</td>
</tr>
<tr>
<td>City of Waterloo</td>
<td>$48,750</td>
<td>$30,000</td>
<td>- 40%</td>
</tr>
<tr>
<td>City of Cambridge</td>
<td>$3,500</td>
<td>$3,500</td>
<td>0%</td>
</tr>
</tbody>
</table>
Grey Silo Condos
Grey Silo Condos

Columbia Corporate Centre
(La-Z-Boy Redevelopment)
Grey Silo Condos
Grey Silo Condos

Similar Regional Developments Without Non-Residential DCs on Amenities

- the42
- RED Condominium
- BPR Lofts
Grey Silo Condos

CLUBHOUSE AMENITIES – 1st Floor

- Gym & Spa
- Theatre
- Pool
- Lounge
- Wine Cellar
Grey Silo Condos

CLUBHOUSE AMENITIES – 2nd Floor

- Roof Top Patio
- 2 Guest Suites
- Multipurpose Room
- Storage Room

Northeast Perspective
Grey Silo Condos

Master Plan