1. **MOMENT OF SILENCE**

2. **ROLL CALL**

3. **DECLARATION OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT**

4. **PRESENTATIONS**
   a) Waterloo Regional Police Chief Matt Torigian, Neighbourhood Policing Deployment & Staffing

5. **PETITIONS**

6. **DELEGATIONS**

7. **MINUTES OF PREVIOUS MEETINGS**
   a) Budget – January 19, 2011
   c) Planning & Works – January 25, 2011
   d) Closed Committee – January 25, 2011
   e) Administration & Finance – January 25, 2011
   f) Community Services – January 25, 2011

8. **COMMUNICATIONS**

9. **MOTION TO GO INTO COMMITTEE OF THE WHOLE TO CONSIDER REPORTS**

10. **REPORTS**
    Committee Reports
    a) Planning & Works - attached & marked **PS-110125**
    b) Administration & Finance - attached & marked **FS-110125**
    c) Community Services - attached & marked **SS-110125**
    * Closed Community Services - attached & marked **CSS-110125**
    Chief Administrative Officer
Regional Chair

Regional Clerk

a) CR-CLK-11-003, Appointments to Sunnyside Foundation Board

* b) CR-CLK-11-005, Appointments to Waterloo Regional Crime Prevention Council

11. OTHER MATTERS UNDER COMMITTEE OF THE WHOLE

12. MOTION FOR COMMITTEE OF THE WHOLE TO RISE AND COUNCIL RESUME

13. MOTION TO ADOPT PROCEEDINGS OF COMMITTEE OF THE WHOLE

14. MOTIONS

15. NOTICE OF MOTION

16. UNFINISHED BUSINESS

17. OTHER BUSINESS

18. QUESTIONS

19. ENACTMENT OF BY-LAWS – FIRST, SECOND & THIRD READINGS

   a) A By-law to Confirm the Actions of Council – February 2, 2011

20. ADJOURN
The Science of Measuring Police Performance
Transparency and Accountability

Variables analyzed:
- Rate of citizen generated calls for service
- Percentage of call by priority type
- Number of patrol units dispatched to citizen calls
- Average service time for each patrol unit
- Travel times by priority type
- Non-call related duties
- Area of patrol covered
- No. of actual patrol units on duty
Call For Service Demands Vary Significantly Between Days of the Week and Hours of the Day


![Graph showing call for service demands over the course of a day, with variations between days of the week.](image-url)
Calls For Service Require Variable Priorities


- Priority 1: Emergency
- Priority 2: Urgent
- Priority 3: Routine
- Priority 4: Delay

Number of Calls For Service

- Priority 1: Emergency
- Priority 2: Urgent
- Priority 3: Routine
- Priority 4: Delay

2/3/2011
Our Response Time to Emergency Calls Varies

Average Patrol Response Time to Priority 1 Calls Over and Under our Current 8 Minute Average By Hour of Day (North, Central, South Divisions) – Oct.1, 2009 to Sept.30, 2010.
Patrol Units Response to Calls Within Their Zone

Three Streams of Business for a Front Line Patrol Officer


R.I.D.E. Programs
- Targeted policing at identified crime hot spots
- Preventive enforcement
- Neighbourhood Watch
- Compliance checks

Selected traffic enforcement
- Community contact
- Executing warrants
- Community mobilization
- Premise checks
- Project based enforcement
- Person and vehicle stops
- Home safety audit
- CPTED audits

Briefings
- Court Preparation & attendance
- Follow-up

Prisoner/court security
- On Duty Training
- Lunch and Breaks
- Report Writing
- Equipment & vehicle maintenance
- Escorts
- Re-fuelling

Proactive
- 18% (Citizen Generated Calls For Service)
  - 11 min

Reactive
- 49% (Non-emergency calls)
  - 29 min

Administrative
- 33% (Service calls)
  - 20 min

Crimes
- e.g. break and enter
- assault
- theft
- robbery
- arson
- drugs
- domestic dispute

Non-emergency calls
- e.g. injured/sick person
- compassionate to locate mentally ill person
- noise complaint
- assist other police service
Time of Day Matters


Hour of Day

<table>
<thead>
<tr>
<th>Time of Day</th>
<th>Reactive</th>
<th>Administrative</th>
<th>Proactive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Midnight - Noon</td>
<td>6 min</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Noon - 2:59 pm</td>
<td>3 min</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3:00 - 5:59 pm</td>
<td>4 min</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6:00 - 8:59 am</td>
<td></td>
<td>21 min</td>
<td></td>
</tr>
<tr>
<td>9:00 - Noon</td>
<td></td>
<td></td>
<td>24 min</td>
</tr>
<tr>
<td>3:00 - 5:59 am</td>
<td></td>
<td></td>
<td>24 min</td>
</tr>
<tr>
<td>Midnight - 2:59 am</td>
<td></td>
<td></td>
<td>16 min</td>
</tr>
</tbody>
</table>
Proactive Time
January 2009 to September 2010

Proactive vs. Reactive

- Reactive
  - Jan09-Jul09: 13 min
  - Jan09-Dec09: 12 min
  - Jul09-Jun10: 11.5 min
  - Oct09-Sep10: 11 min

- Proactive
  - Jan09-Jul09: 13 min
  - Jan09-Dec09: 12 min
  - Jul09-Jun10: 11.5 min
  - Oct09-Sep10: 11 min
Bridging the Gap

Review management and deployment practices:

- Staffing allocation prioritized to address current front line service demands
- Reallocated 50 officers to Frontline Patrol
  - 10 in Rural Divisions
  - 40 in Urban Divisions
The Waterloo Regional Police Service is a world class organization contributing to a safe community and to the highest quality of life for all people.
THE REGIONAL MUNICIPALITY OF WATERLOO
PLANNING AND WORKS COMMITTEE

Summary of Recommendations to Council

The Planning and Works Committee recommends as follows:

1. THAT the Regional Municipality of Waterloo take the following actions with respect to the Class Environmental Assessment for the Ottawa Street Transportation Study:
   
   a) Approve the implementation of a roundabout at Ottawa Street and Alpine Road and a roundabout at Ottawa Street and Homer Watson Boulevard and related works in the City of Kitchener, all as presented in Report E-11-008;

   b) Direct staff to file the Notice of Completion for this Class Environmental Assessment by means of advertisement in the local newspaper and mailings to the adjacent property owners, tenants and agencies and place the Screening for Environmental Assessment files on the public record for a period of 30 days.

2. THAT the Regional Municipality of Waterloo adopt the Rapid Transit project schedule outlined in Report E-11-010 subject to change as Regional Council may deem necessary.

3. THAT the Regional Municipality of Waterloo approve proceeding with the Construction Tender for the expansion and renovation of the Grand River Transit Strasburg Road Bus Storage and Maintenance Facility as described in Report E-11-011/CR-FM-11-001, dated January 25, 2011,

   AND THAT the Regional Municipality of Waterloo grant pre-budget approval for the Strasburg Road Facility Expansion project and include an increase to the project budget of $1.9 million to be funded from development charges and debentures.


5. THAT the Regional Municipality of Waterloo disband the Regional Cycling Advisory Committee and establish the Active Transportation Advisory Committee and approve the following with regard to the Active Transportation Advisory Committee, as described in Report No. P-11-007, dated January 25, 2011:

   a) Approve the Terms of Reference for the Active Transportation Advisory Committee, as attached to Report No. P-11-007, dated January 25, 2011, and;

   b) Appoint Geoff Lorentz as the Council representative for the Active Transportation Advisory Committee for the current term of Council.

6. THAT the Regional Municipality of Waterloo recommend that the Ontario Ministry of Transportation examine corridor protection opportunities north of Highway 401, connecting Waterloo Region to the Greater Toronto Area, to support potential growth beyond the 2031 timeframe as outlined in Report No. P-11-008, dated January 25, 2011.

January 25, 2011

921207
Summary of Recommendations to Council

The Administration and Finance Committee recommends as follows:

1. THAT the Regional Municipality of Waterloo grant pre-budget approval for the payment of the 2011 membership fees in the amount of $61,499.48 for the Federation of Canadian Municipalities and $10,159.82 including all applicable taxes for the Association of Municipalities of Ontario. [F-11-004]

2. THAT the Regional Municipality of Waterloo approve $92,545.59 in accounts receivable write-offs for the year ended December 31, 2010 as outlined in Report F-11-005.

January 25, 2011
THE REGIONAL MUNICIPALITY OF WATERLOO
COMMUNITY SERVICES COMMITTEE

Summary of Recommendations to Council

The Community Services Committee recommends as follows:

1. THAT the development of a community-wide poverty reduction strategy be referred to the Region of Waterloo's 2011-2014 strategic planning process.

January 25, 2011
THE REGIONAL MUNICIPALITY OF WATERLOO
COMMUNITY SERVICES COMMITTEE

Summary of Closed Recommendations to Council

The Community Services Committee recommends as follows:

1. THAT the Regional Municipality of Waterloo, in concert with the County of Wellington, take the following actions with respect to the Kissing Bridge Trailway Advisory Board:
   a) re-appoint David Parker (Wellington Federation of Agriculture Representative – Mapleton Township) for a three-year term ending December 31, 2013; and
   b) appoint Jamie Lee; (Linwood and District Lions Club alternate representative), Kathy Somers (Guelph Hiking Trail Club alternate representative), and Bill Strauss; (Non-farm landowner - St. Jacobs) for three-year terms ending December 31, 2013.

2. THAT the Regional Municipality of Waterloo reappoint the following community members to the Waterloo Region Museum Steering Committee, for a term ending December 31, 2011:
   - Cathy Blackbourn, Kitchener
   - Betty Lou Cull, Wilmot Township
   - Karen Dearlove, Cambridge
   - Debbie Maidment, Waterloo
   - Brian Snyder, Cambridge
   - Warren Stauch, Kitchener

   AND THAT Councillor Tom Galloway be reappointed Chair, and Councillor Haalboom be reappointed Vice Chair of the Steering Committee.

3. THAT the Regional Municipality of Waterloo reappoint Al Junker, and appoint Elizabeth Water Heinrichs, Les Kadar and Carolyn Coakley to the Heritage Planning Advisory Committee (HPAC) for three-year terms ending December 31, 2013.

4. THAT the Regional Municipality of Waterloo reappoint Cinthya Ayala and Fred Bishop as tenant at large representatives for a term ending December 31, 2013, and appoint Bill Strauss and Carolyn Coakley as Township representatives, for a term ending December 31, 2013.

   AND THAT a Council representative for the current term of Council be appointed to the Waterloo Region Housing Operations Advisory Committee.

January 25, 2011
TO: Chair Ken Seiling and Members of the Regional Council

DATE: February 2, 2011

FILE CODE: C05-20

SUBJECT: APPOINTMENTS TO SUNNYSIDE FOUNDATION BOARD

RECOMMENDATION:

THAT the Regional Municipality of Waterloo ratify the appointment of Jim Tait, Karin Maiterth and Christine Buuck to the Sunnyside Foundation Board for terms to expire December 31, 2014.

SUMMARY:

According to the by-laws of the Foundations and Corporations, there is a requirement to have the elections and/or appointments ratified by Council. These appointments are typically approved at the annual general meetings for each Foundation or Corporation. The Regional Clerk’s Office will prepare a report each time directors are elected and approved by the Foundations.

REPORT:

Jim Tait is filling a vacancy created when Marne Putnam resigned from the Foundation in 2010. Jim Tait is Counsel with Sorbara Law and is also a part time Crown Attorney.

Karin Maiterth is filling the vacancy created when Warren Griffin, Chair completed his nine year term of office with the Foundation. Karin Maiterth is an associate lawyer at Giesbrecht, Griffin, Funk & Irvine.

Christine Buuck is replacing John Donald on the Foundation Board. Christine Buuck is the Director, Conestoga Language Institute, Conestoga College Institute of Technology and Advanced Learning.

CORPORATE STRATEGIC PLAN:

The recommendation for the appointment of directors to the Foundation falls under Strategic Focus Area #6 to ensure operational effectiveness and efficiency with the operation of the Foundations.

FINANCIAL IMPLICATIONS:

None.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Sunnyside Home staff has been involved in the preparation of this report and the Sunnyside Foundation Board has approved the appointments.

ATTACHMENTS:

None.

PREPARED BY: Lee Ann Wetzel, Manager, Council & Administrative Services/Deputy Clerk

APPROVED BY: Kris Fletcher, Director, Council & Administrative Services/Regional Clerk
RECOMMENDATION:

THAT the Regional Municipality of Waterloo ratify the following appointments and reappointments to the Waterloo Region Crime Prevention Council for the 2011 as listed below:

<table>
<thead>
<tr>
<th>Sector</th>
<th>Name</th>
<th>Max Term Ending</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Services</td>
<td>Regional Commissioner or Designate (Mike Schuster; Alternate Angela Pye)</td>
<td>*</td>
</tr>
<tr>
<td>Public Health</td>
<td>Regional Commissioner or Designate (Dr. Liana Nolan; Alternate Sharlene Sedgwick Walsh)</td>
<td>*</td>
</tr>
<tr>
<td>Strategic and Land Use Planning</td>
<td>Shelley Adams (Director, City of Kitchener)</td>
<td>2012</td>
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<td></td>
<td>Steve Sherrer</td>
<td>2019</td>
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<tr>
<td></td>
<td>Yvette Rybensky (Planner, City of Cambridge)</td>
<td>2012</td>
</tr>
<tr>
<td>Community Based Justice</td>
<td>Maureen Murphy</td>
<td>2016</td>
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<tr>
<td></td>
<td>Chris Cowie</td>
<td>2021</td>
</tr>
<tr>
<td>Education</td>
<td>John Shewchuk</td>
<td>2017</td>
</tr>
<tr>
<td></td>
<td>Wayne Morris</td>
<td>2017</td>
</tr>
<tr>
<td></td>
<td>Jeff Klinck</td>
<td>2018</td>
</tr>
<tr>
<td>Police</td>
<td>Deputy Chief Steve Beckett</td>
<td>2018</td>
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<tr>
<td></td>
<td>Inspector Barry Zehr</td>
<td>2020</td>
</tr>
<tr>
<td>Mental Health</td>
<td>Don Roth</td>
<td>2019</td>
</tr>
<tr>
<td>Neighbourhoods</td>
<td>Bill Davidson</td>
<td>2018</td>
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<td></td>
<td>Laurie Strome</td>
<td>2016</td>
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<tr>
<td>Community Representatives</td>
<td>Thomas Brenner</td>
<td>2017</td>
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<td></td>
<td>Kathryn McGarry</td>
<td>2017</td>
</tr>
<tr>
<td>Child Welfare</td>
<td>Executive Director of Family and Children Services or Designate (Alison Scott; Alternate Pat Gillies)</td>
<td>*</td>
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<tr>
<td>Youth Services</td>
<td>Sandy Dietrich-Bell</td>
<td>2017</td>
</tr>
<tr>
<td>Family Violence Prevention</td>
<td>Mary Zilney</td>
<td>2016</td>
</tr>
</tbody>
</table>

SUMMARY:

The Waterloo Region Crime Prevention Council (WRCPC) is a broad-based community partnership consisting of citizens and professionals with a common interest in increasing community safety by preventing and reducing crime, victimization and fear of crime within the Region of Waterloo. The WRCPC brings to the attention of Regional Council and its committees, as well as the Police Services, information about issues and developments which might impact on the Region’s community safety.
REPORT:

This report was prepared in response to a request from the WRCPC for Regional Council approval of the 2011 membership slate. Appointments are renewable on an annual basis for a max term of ten (10) years. The Council reflects a multi-disciplinary membership, with representatives from Regional Council; Regional employees from Social Services, Public Health; Strategic and Land Use Planning; Community Based Justice; Education; Regional Police; Mental Health; Neighbourhoods; Community Representatives; Child Welfare; Youth Services and Family Violence Prevention.

In addition to the appointed members, there are six ex-officio members representing the Region of Waterloo; the Waterloo Regional Police Services Board; the Waterloo Regional Police Services; the Crown Attorney’s office; the Defense Council’s office; and the Grand Valley Institution for Women.

This recommendation reflects partial appointment and reappointment of members, as approved by the WRCPC at its regular meeting on January 14, 2011.

CORPORATE STRATEGIC PLAN:

Focus Area 3: Healthy and Safe Communities: Supporting safe and caring communities that enhance all aspects of health, specifically, to enhance and monitor the community engagement program of the Crime Prevention Council.

FINANCIAL IMPLICATIONS:

NIL

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

The Regional Chair’s office and the Crime Prevention Council have been consulted in the preparation of this report.

ATTACHMENTS:

Letter from John Shewchuk, Chair, WRCPC and a complete Membership Slate for 2011 is attached to this report for information.

PREPARED BY: Jessica Dillon, Administrative Assistant, Council and Administrative Services

APPROVED BY: Kris Fletcher, Director, Council and Administrative Services/Regional Clerk