THIS MEETING MAY BE TELECAST ON PUBLIC TELEVISION OR WEBCAST ON THE CITY'S PUBLIC WEBSITE

FINANCE & STRATEGIC PLANNING COMMITTEE MEETING

Monday, January 20, 2014
2:00 p.m.

AGENDA

Councillor Scian in the Chair

1. **DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

2. **APPROVAL OF MINUTES**

December 9, 2013 – Finance & Strategic Planning Committee **Page 5**

That the minutes of the Finance & Strategic Planning Committee meeting held on December 9, 2013 be approved as printed.

3. **PRESENTATIONS**
None

4. **DELEGATIONS**
None

5. **CONSENT MOTION**

"That Consent Motion Items (a) to (e) be approved."

a) Title: **Capital Project – Facility Condition Assessment Infrastructure Renewal Program** **Page 16**
Report No.: CORP2014-001
Prepared By: Jean Starchuk

Recommendation:
That the Council of the City of Waterloo approve CORP2014-001 and also approve the release of the funding in the amount of $226,000 per the approved City of Waterloo 2014 Capital Budget to project #110017 (line #120).

b) Title: **Blackberry and Cellular Services Agreement** **Page 21**
Report No.: CORP2014-005
Prepared By: Max Min

Memorandum: Audit Committee (to follow)

Recommendation:
That Council approve Staff Report CORP2014-005; and

1. that Council approve entering into a new three year agreement between Bell Mobility and the City of Waterloo for the continued provision of Blackberry and Cellular Services;

2. that Council approve the authorization for the Director of Information Management and Technology Services to negotiate the final contract with Bell Mobility; and

3. that Council authorize the Mayor and City Clerk to sign the agreement and any related and future documents subject to the approval of the City Solicitor.

c) Title: **City of Guelph Request for Resolution: Sidewalk Infrastructure Maintenance Funding** **Page 26**
Report No.: IPPW2014-010
Prepared By: Bill Garibaldi

Information

d) Title: **Health & Safety Report – December 1, 2013** **Page 29**

Information

e) Title: **Health & Safety Report – January 1, 2014** **Page 30**

Information

6. INFORMAL/FORMAL PUBLIC MEETING

None

7. STAFF REPORTS

a) Title: **Culture Plan Implementation Lead** **Page 31**
Report No. CAO2014-001
Prepared By: Justin McFadden

Presentation: Beth Rajnovich, Policy & Performance Analyst

Correspondence: Darrin Snider, Chair, WEDC **Page 44**

Recommendation:
That Council authorize funding of $80,000 from the Economic Development Reserve for the hiring of a Culture Plan Implementation Lead (one year contract).

b) Title: **UpTown Parking** **Page 46**
Report No. CAO2014-002
Prepared By: Justin McFadden

Memorandum: Audit Committee (to follow)

Recommendation:

1. That Council approve funding of $2,020,000 ($1,816,000 from development charges – parking and $204,000 from the Parking Reserve Fund) from the Uptown Land Acquisition North of Erb (ref 737) capital budget, for land acquisition to support parking needs North of Erb St.

2. That the Mayor and Clerk be authorized to execute any necessary agreements.

c) Title: **Corporate Non-Disclosure Agreement Policy** **Page 48**
Report No. CAO2014-003
Prepared By: Garry Bezruki

Recommendation:

1. That CAO 2014 – 003 be approved.

2. That the original signed copy of the non-disclosure agreement be filed with the Legislative Services Division.

3. That executive management, director level and above, be authorized enter into and sign on behalf of the City, non-disclosure agreements.

8. CONSIDERATION OF NOTICE OF MOTION GIVEN AT PREVIOUS MEETING

None

9. NOTICE OF MOTION

10. COMMUNICATIONS AND CORRESPONDENCE

a) **The K-W Navy League of Canada Request for Tag Day** **Page 51**

Resolution:
That Council grant permission for The Navy League of Canada, K-W Branch, Sea Cadets to be on City of Waterloo property to hold a "Tag Day" for the RCSCC Warspite, from 8:00 am to 5:00 pm on Saturday, April 5, 2014 and Sunday, April 6, 2014.

11. REGIONAL INFORMATION AND CORRESPONDENCE

a) **Region of Waterloo, Council Info, January 15, 2014** **Page 52**

12. UNFINISHED BUSINESS

13. NEW BUSINESS

i. Delegations
ii. Items removed from Consent Motion to be dealt with separately
iii. Staff Reports
iv. Other Business

14. QUESTIONS

15. ADJOURNMENT

A meeting of the Finance and Strategic Planning Committee of The Corporation of the City of Waterloo was held on December 9, 2013 at 2:04 p.m. in the Council Chambers, 100 Regina Street South, Waterloo, Ontario.

FINANCE & STRATEGIC PLANNING COMMITTEE 2014 BUDGET MEETING

Monday, December 9, 2013

MINUTES – DRAFT

Present: Mayor Halloran, Councillor Witmer, Councillor Scian, Councillor Freeman, Councillor Whaley, Councillor Henry, Councillor Durrell

Absent: Councillor Vieth

Councillor Scian in the Chair

1. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

No disclosure of pecuniary interest was declared by any member of Council at this point in the meeting.

2. APPROVAL OF MINUTES, November 18, 2013 – Finance & Strategic Planning Committee

Moved by Councillor Whaley, seconded by Councillor Witmer:

That the minutes of the Finance & Strategic Planning Committee meeting held on November 18, 2013 be approved as printed.

Carried Unanimously

3. OPENING REMARKS:

a) Mayor Halloran

Mayor Halloran noted that the budget is one of the most fundamental functions of Council as the decisions made determine the priorities of the organization. Mayor Halloran thanked staff and Councillor Scian, Chair of the Finance & Strategic Planning Committee, for bringing the proposed budget amendments for consideration.

b) Councillor Scian, Chair of Finance & Strategic Planning Committee

Councillor Scian, Chair of Finance & Strategic Planning Committee, advised the proposed amendments will help to balance the needs of the community with fiscal responsibility over the next few years. Councillor Scian advised the proposed budget aligns with Council's approved policy to ensure property tax increases do not outpace inflation. Councillor Scian thanked Finance staff and the Corporate Management Team for their leadership throughout the process.

c) Tim, Anderson, Chief Administrative Officer

Tim Anderson, Chief Administrative Officer, advised the budget process is a collaboration of all City departments, the public and various stakeholders. Mr. Anderson advised that the City is working towards their 2015 to 2018 Strategic Plan.

4. OPERATING BUDGET

Keshwer Patel, Commissioner of Corporate Services, Chief Financial Officer & Treasurer reviewed the 2014-2015 operating budget amendments and responded to questions from Council.

Filipa Reynolds, Director, Financial Planning & Purchasing reviewed the 2014-2015 operating budget amendments and responded to questions from Council.

4.1 OPERATING BUDGET (Operating Budget Book = O.B.B.) – Council Reports

a) Title: Cemetery Services 2014 Fee Adjustments (O.B.B. Page 1)
Report No. COM2013-021
Prepared By: Bryce Crouse

Moved by Councillor Freeman, seconded by Councillor Witmer:

That Council approve report COM2013-021, and

1) that Council approve the Cemetery Services 2014 Price List in the form attached as Appendix "A" to this Report CCRS2013-021, with an effective date of February 1, 2014; and

2) that Council approve updating the Fees and Charges By-law in the form attached as Appendix "A" to this Report CCRS2013-021 with an effective date of February 1, 2014.

Carried Unanimously

Councillor Durrell left meeting. (Time: 3:22 p.m.)

b) Title: 2014 Water and Sanitary Sewer Rates (O.B.B. Page 18)
Report No.: IPPW2013-076
Prepared By: Denise McGoldrick & Brad Witzel

Denise McGoldrick, Director, Water Services and Brad Witzel, Financial Analyst reviewed the report and responded to questions from Council.

Moved by Councillor Whaley, seconded by Councillor Witmer:

That the Council of the City of Waterloo approves IPPW2013-076 and:

1) that Council approves the 2014 water rate as \$1.60/m^3, comprised of the City portion of the rate increasing from \$0.67/m^3 to \$0.68/m^3 and the Regional portion of the rate increasing from \$0.88/m^3 to \$0.92/m^3 as set out in report IPPW2013-076, and that the Fees & Charges By-Law is updated to reflect the water rate effective January 1, 2014;

2) that Council approves the 2014 sanitary sewer rate as \$2.00/m^3, comprised of the City portion of the rate increasing from \$1.11/m^3 to \$1.15/m^3 and the Regional portion of the rate increasing from \$0.80/m^3 to \$0.85/m^3 as set out in report IPPW2013-076, and that the Fees & Charges By-Law is updated to reflect the sanitary sewer rate effective January 1, 2014; and

3) that Council approves the 2015-2023 water and sanitary sewer rate forecast in principle as set out in Table #3 of report IPPW2013-076.

Carried Unanimously
(Councillor Durrell absent for vote)

c) Title: 2013 Forward Corporate Structure Implementation: Interim Commissioner Salary Band (O.B.B. Page 33)
Report No.: CORP2013-057
Prepared By: Karen Boa

Moved by Councillor Freeman, seconded by Councillor Henry:

That Council approve an interim salary band for the commissioner job that ranges from a start rate of $132,000.00 to a job rate of $165,000 in implementing the new corporate structure detailed in Report CAO2013-005, 2013 Forward – Organizational Review Final Report. This interim salary band will be in effect pending the outcomes of a job evaluation of all management jobs in 2014 which will create a new management salary structure based on the new corporate structure.

Carried Unanimously
(Councillor Durrell absent for vote)

4.2 CLOSED MEETING

Moved by Mayor Halloran, seconded by Councillor Freeman:

That Council hold a closed meeting for the purposes of considering the following subject matters:

1) labour relations or employee negotiations (Employee Compensation); and

2) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board (Employee Compensation).

Carried Unanimously
(Councillor Durrell absent for vote)

Councillor Durrell returned to meeting. (Time: 3:25 p.m.)

Public Meeting Recessed. (Time: 3:25 p.m.)
Public Meeting Reconvened. (Time: 4:03 p.m.)

4.3 2014 OPERATING BUDGET REQUESTS

a) ITEM B139-R FS.2012.023 Reduction in Staffing Costs (O.B.B. Page 60)

Moved by Councillor Witmer, seconded by Councillor Vieth:

That Council approve an ongoing reduction of $410, 075 in 2014 for savings associated with labour costs.

Carried Unanimously

b) ITEM B138-R LIB.2013-003 Waterloo Public Library – Revised for MPA (O.B.B. Page 59)

Moved by Councillor Witmer, seconded by Councillor Vieth:

That Council approve a decrease of $44,503 in 2014 to the Waterloo Public Library operating budget.

Carried Unanimously

c) ITEM E3-R FS.2012.009 Revenue Services – Assessment Growth (O.B.B. Page 61)

Moved by Councillor Witmer, seconded by Councillor Vieth:

That Council approve ongoing increases of $1,462,113 in 2014 for assessment growth revenue within the Revenue Services Division operating budget

Carried Unanimously

d) ITEM E12-R FS.2012.005 Contribution to Capital Budget – Assessment Growth (O. B. B. Page 62)

Moved by Councillor Witmer, seconded by Councillor Vieth:

That Council approve an ongoing increase of $233,081 in 2014 in contributions to the Capital Reserve Fund.

Carried Unanimously

e) ITEM E13-R FS.2012.006 Contribution to Capital Infrastructure Reinvestment Reserve Fund (O. B. B. Page 63)

Moved by Councillor Witmer, seconded by Councillor Vieth:

That Council approve an ongoing increase of $233,081 in 2014 in contributions to the Capital Infrastructure Reinvestment Reserve

Carried Unanimously

f) ITEM O6 CCRS.2012.019 CCRS – Advertising & Sponsorship Position (O. B. B. Page 64)

Moved by Councillor Witmer, seconded by Councillor Vieth:

That Council approve a one-time increase of $103,378 in 2014 for a contract Advertising & Sponsorship position within the Business Development and Promotion Division, to be funded by Tax Rate Stabilization.

Carried Unanimously

5. 2014 PROPOSED OPERATING BUDGET

Moved by Mayor Halloran, seconded by Councillor Freeman:

That the 2014 Operating Budget be approved with a tax rate increase of 0.23% over 2013 and a property tax levy of $60,610,091 for 2014. This is based on the fourth and final year of the Stormwater phase-in from the tax base to a user fee base, as previously approved by Council, and an assessment growth of 2.48%

Carried Unanimously

6. CAPITAL BUDGET

a) Presentations:

Keshwer Patel, Commissioner of Corporate Services, Chief Financial Officer & Treasurer outlined the 2014-2015 budget and 2015-2022 capital forecast and responded to questions from Council.

Filipa Reynolds, Director, Financial Planning & Purchasing reviewed the proposed amendments to the 2014-2015 capital budget and 2015-2022 capital forecast and responded to questions from Council.

6.1 CAPITAL BUDGET (Capital Budget Book = C.B.B) – Council Report

a) ANNUAL REPAYMENT LIMIT (ARL) CONFIRMATION
Title: 2014 Annual Debt and Financial Obligation Limit Calculation/Update (ARL) (C.B.B. Page 119)
Report No.: CORP2013-058
Prepared By: Julie Koppeser

Information

7. DEBENTURE FINANCING

Moved by Councillor Witmer, seconded by Councillor Durrell:

That Council approve a total of up to $4,952,000 of debenture financing as follows for 2014, for a term not to exceed 10 years, for Development Charges Roads projects:

Project	$
230-Beaver Creek Road	1,952,000
233-Conservation Drive	3,000,000
Total	4,952,000

Carried Unanimously

Moved by Councillor Witmer, seconded by Councillor Durrell:

That Council approve a total of up to $5,409,000 of debenture financing as follows for 2014, for a term not to exceed 10 years, for Development Charges Sanitary projects:

Project	$
244-Sanitary Pumping Station # 2 on Conservation Drive	1,706,000
245-Sanitary Pumping Station #3 on Beaver Creek Road	1,867,000
248-Northfield Pumping Station	1,836,000
Total	5,409,000

Carried Unanimously

Moved by Councillor Witmer, seconded by Councillor Durrell:

That Council approve a total of up to $917,000 of debenture financing as follows for 2014, for a term not to exceed 10 years, for Development Charges Stormwater projects:

Project	$
233-Conservation Drive	917,000
Total	917,000

Carried Unanimously

8. 2014 CAPITAL BUDGET, AND 2013-2022 CAPITAL FORECAST

Moved by Mayor Halloran, seconded by Councillor Freeman:

That the 2014 Capital Budget of $73,644,908 be approved, as amended and further that Council approve in principle the 2015 to 2022 Capital Forecast totaling $268,939,562.

Carried Unanimously

9. STAFF REPORTS

a) Title: Reserves & Reserves Funds Annual Update
Report No.: CORP2013-042
Prepared By: Julie Koppeser

Moved by Councillor Witmer, seconded by Councillor Henry:

That Council approve report CORP2013-042; and:

1) that Council receive the 10 year history and 10 year forecast of Reserves and Reserve Funds as outlined in report CORP2013-042 as information;

2) that Council approve that all departmental references in Reserves and Reserve Funds accounts and policies be updated to reflect the new 2013 Forward corporate structure;

3) that Council approve that the minimum balance of the Capital Reserve Fund be increased to $600,000 from the current $577,000, to meet the Council Approved Target of maintaining a minimum balance equivalent to a 1% tax impact;

4) that Council approve that the following housekeeping adjustments be updated in the Reserves and Reserve Fund policies to reflect actual practice:

a) Capital Reserve Fund Revenues Policy be amended to include that the Capital Reserve Fund receives an annual allocation of 20% of Assessment Growth, as outlined in the Capital Budget policy;

b) that Council approve that the Capital Infrastructure Reinvestment Reserve Fund policy be amended to include that the Reserve Fund may be used to assist in meeting the funding requirements of matching programs developed by senior levels of government for rehabilitation or replacement of existing capital infrastructure;

c) that Council approve that the Commercial Property Reserve Fund Expenditures Policy be amended to include the approved annual contribution to the operating budget;

d) that Council approve that the revenue generated from the issuance of City Centre lot parking permits to non-City Centre tenants be allocated to the Commercial Property Reserve Fund;

e) that Council approve that the OMB Hearings Reserve Fund Expenditures Policy be amended to include that the Corporate OMB operating account be closed out to the OMB Reserve Fund annually to ensure that all OMB costs are reflected in the Reserve Fund;

f) that Council approve that the Sick Leave & Vacation Liability Reserve Fund Expenditures Policy be amended to include that the Reserve funds a retirement stipend from banked sick leave for CUPE staff hired after June 1, 1985 who are voluntarily retiring and who meet the eligibility criteria;

g) that Council approve that the Employee Development and Capacity Building Reserve Expenditures policy be amended to include reference to By-law No. 89-10, a by-law to define the duties of the office of the Chief Administrative Officer, and any successor by-laws; and

h) that Council approve that the Fleet and Water Equipment Reserve Revenues Policy be changed to state that Revenues are generated through the application of an annual Capital Cost Recovery charge. Units repay the Reserve over the useful life of the unit, including a 25% markup factor as per the Fleet Financial Policy; and

5) that Council approve that the Capital Infrastructure Reinvestment Reserve Fund Revenues Policy be amended to any new infrastructure revenues associated with the rehabilitation of roads or facilities from the Provincial or Federal Governments, not including Gas Tax Funding, will also be allocated to this Reserve Fund;

6) that Council approve that the name of the Council's Budget Contingency Reserve be changed to Council's Community Priority and Contingency Reserve;

7) that Council approve that the Environmental Clean-Up Reserve receive a $100,000 contribution from year end surplus, if any, to assist in rebuilding the Reserve towards the Council approved minimum balance;

8) that Council approve the establishment of a Storm Event Reserve and approve the Storm Event Reserve policy included in this report;

9) that Council approve one-time funding of $300,000 from Tax Rate Stabilization Reserve to establish the Storm Event Reserve initial funding; and

10) that Council approve the updated FC-006 Reserves and Reserve Funds Policy attached as Appendix A.

Carried Unanimously

Councillor Witmer left meeting: (Time: 4:31 p.m.)
Councillor Witmer returned to meeting: (Time: 4:36 p.m.)

b) Title: Municipal Price Index Review Project
Report No.: CORP2013-044
Prepared By: Kim Reger

Filipa Reynolds, Director, Financial Planning & Purchasing introduced the report and the presenters.

Henry Lau & Danny Persaud, Wilfrid Laurier University, School of Business & Economics, MBA project team reviewed the results from their survey and responded to questions from Council.

Kim Reger, Financial Analyst reviewed the report and the results of the survey and responded to questions from Council.

Moved by Mayor Halloran, seconded by Councillor Freeman:

That Council receives the report CORP2013-044 as information; and

1) that Council approves that staff proceed with the public consultation and engagement strategy proposed; and

2) that Council direct staff to report in the first quarter of 2014 on final recommendations and approval of a property tax rate methodology.

Carried Unanimously

c) Title: Corporate Asset Management Plan
Report No.: IPPW2013-084
Prepared By: Bill Garibaldi & Cassandra Pacey

Moved by Councillor Witmer, seconded by Councillor Henry:

That Council approve IPPW2013-084 and approve;

1) the strategy for the development of a corporate asset management plan as completing the plan over two years using a combination of in-house, and contract staff plus extensive use of a specialized and experienced consultant; and

2) making the strategy publicly available, including on the City of Waterloo website by May 31, 2014.

Carried Unanimously

10. ADJOURNMENT

Moved by Councillor Durrell, seconded by Councillor Witmer:

That the meeting adjourn. (Time: 5:39 p.m.)

Carried Unanimously

READ AND APPROVED, January 20, 2014

_____
Chair, Finance and Strategic Planning Committee

_____
City Clerk

STAFF REPORT
Facilities & Fleet

Title:	Capital Project - Facility Condition Assessment/Infrastructure Renewal Program
Report Number:	CORP2014-001
Author:	Jean Starchuk
Meeting Type:	Finance & Strategic Planning Committee Meeting
Council/Committee Date:	January 20, 2014
File:	[File]
Attachments:	[Attachments]
Ward No.:	All Wards

Recommendation:

That the Council of the City of Waterloo approve CORP2014-001 and also approve the release of the funding in the amount of $226,000 per the approved City of Waterloo 2014 Capital Budget to project #110017 (line #120).

A. Executive Summary

The purpose of this report is to release the funding allocated in the Facility Condition Assessment/Infrastructure Renewal Program in the approved City of Waterloo 2014 Capital Budget. This funding is to undertake facility condition assessments of City owned facilities and implement high priority recommendations identified in these ongoing assessments that aren't currently budgeted in the City of Waterloo 2015-2022 Capital Forecast.

Currently Facilities & Fleet conducts facility condition assessments annually on a portion of City owned facilities with the goal of re-evaluating each asset on a five year basis. Assessments are an important capital planning technique as they are required in order to fully understand current needs and plan for end of life building system replacements.

In addition to updating facility condition assessment data in 2014, the following high priority small scale capital requirements will be undertaken based on recommendations identified in assessments completed in 2012/2013:

i. Albert McCormick Community Centre - Change Room & Corridor Rubber Flooring Replacement

ii. Waterloo Memorial Recreation Complex - Swimplex Slide Stair & Diving Tower Stair Replacement
iii. Moses Springer Community Centre - Structural Improvements
iv. RIM Park - Structural Improvements

During the implementation of these projects, the scope of work may incorporate elements from other assessments/initiatives such as security improvements, energy management and accessibility upgrades, where appropriate. This combination helps minimize public disruption and administration, while maximizing economies of scale.

B. Financial Implications

Project Number - 110017
Project Description - Facility Condition Assessment/Infrastructure Renewal Program

Description	**Report Number**	**Approval Date**	**Funding Source**	**Funding**	**Expenditures To Date (including HST)**	**Balance**
2014 Funding	CORP2014-001	Jan 20th 2014	CRF	$226,000	$0	$226,000
2013 Carry Forward Funding			CRF	$30,000	$0	$30,000
Total				**$256,000**	**$0**	**$256,000**

C. Technology Implications

There are no technology considerations at this time.

D. Legal Considerations

Staff did not seek legal advice.

E. Link to Strategic Plan/Economic Vitality

(Strategic Pillars: Sustainability and Our Living Environment, Public Engagement, Healthy & Safe Community, Vibrant Neighbourhoods, Getting Around, Economic Vitality)

This report aligns with the City of Waterloo Strategic Plan 2011 – 2014 - ‘Healthy & Safe Community’ – Continue to address our infrastructure deficit.

F. Previous Reports on this Topic

N/A

G. Approvals

Name	Signature	Date
Author: Jean Starchuk		
Director: Sunda Siva		
Commissioner: Keshwer Patel		
Finance: Keshwer Patel		

CAO

Capital Project - Facility Condition Assessment/Infrastructure Renewal Program
CORP2014-001

Background

In 2008 building condition assessments were completed on all City owned facilities. The purpose of these assessments was to:

1. ascertain the present condition of the facilities and infrastructure,
2. comprehend what future funding is required to maintain the facilities and infrastructure in a condition that will allow the City to continue to operate successfully, and
3. integrate all collected and existing data into capital planning software VFA.facility currently being utilized by the City of Waterloo.

Each year Facilities & Fleet conducts facility condition assessments of City owned assets in order to ensure that the information in VFA.facility is kept up to date with each asset being re-evaluated on a 5 year cycle. This data within VFA.facility is used frequently by Staff with capital budget/ project planning being the main source of information requests.

Facility Condition Assessments

In 2014, Facilities & Fleet is planning to re-assess the following sites; Fire Station #1, City Hall/Cenotaph, Carnegie Library, Elam Martin Farmstead, Manulife Financial Soccer & Sports Complex, Waterloo Library & Button Factory.

In addition there are plans to complete a 10 year capital/maintenance plan for RIM Park, Albert McCormick Community Centre, Moses Springer Community Centre and Waterloo Memorial Recreation Complex based on re-assessments completed in 2012/2013.

Infrastructure Renewal Requirements

In response to the re-assessments completed in 2012/2013, the following improvements are been recommended for completion in 2014:

1. Albert McCormick Community Centre – Change Room & Corridor Rubber Flooring Replacement
2. Waterloo Memorial Recreation Centre – Swimplex Slide Stair & Diving Tower Stair Replacement
3. Moses Springer Community Centre – Structural Improvements

4. RIM Park – Structural Improvements

Financial Background

Through the approval of CORP2014-001 capital funding in the amount of $226,000 per the approved City of Waterloo 2014 Capital Budget will be released to project #110017 (line #120). An additional $30,000 will be carried over from unspent funds in 2013 for a total balance of $256,000 to fund the scope of work described in this report.

STAFF REPORT
Information Management & Technology Services

Title:	Blackberry and Cellular Services Agreement
Report Number:	CORP 2014-005
Author:	Max Min, Director IMTS
Meeting Type:	Finance & Strategic Planning Committee Meeting
Council/Committee Date:	January 20, 2014
File:	[File]
Attachments:	[Attachments]
Ward No.:	Click here to enter text.

Recommendation:

That Council approve Staff Report CORP2014-005 and:

1. That Council approve entering into a new three year agreement between Bell Mobility and the City of Waterloo for the continued provision of Blackberry and Cellular Services; and
2. That Council approve the authorization for the Director of Information Management and Technology Services to negotiate the final contract with Bell Mobility
3. And that Council authorize the Mayor and City Clerk to sign the agreement and any related and future documents subject to the approval of the City Solicitor

A. Executive Summary

February 1, 2009 the Province of Ontario identified Bell Mobility as a qualified vendor of record for the provision of Wireless Cellular Services and Devices. The agreement expired in 2011 and was extended to January 31, 2014. In 2011, the City of Waterloo entered into an agreement with Bell Mobility for the provision of blackberry and cellular services as a provincial Vendor of Record. The current agreement will expire on March 16, 2014. Bell Mobility has agreed to continue this agreement's terms, conditions and pricing forward through a new three year agreement, if put into place before the new Vendor of Record is released in February. The total estimated annual cost of the contract is $172,000 per year (based on 2013 expenditures).

B. Financial Implications

The proposed agreement falls under section 19 of the City of Waterloo Purchasing By-Law 2011-043 enabling agreements and contracts in partnership with other government organizations and broader public sector members where it is in the best interests of the City to do so. This is discussed in more detail in Section Analysis and Comments, Subsection Financial.

There are no additional financial implications in accepting the new agreement. Departments will continue to pay costs from approved operating budgets for approved staff with devices.

Should the City not enter into agreement with Bell at this time and should the City choose to enter into agreement with an alternate carrier, there are penalty fees in the approximate amount of $35,000, and additional staffing resources in the approximate amount of $75,000 to configure and distribute 370 new units.

C. Technology Implications

The agreement has been reviewed by the director of IMTS, there are no additional resources required with Council's approval of this staff report. Should the City not enter into agreement with Bell (choosing an alternate vendor) approximately 1,110 hours will be required to configure and distribute 370 new units to staff.

D. Legal Considerations

The agreement has been reviewed and approved by Duncan, Linton LLP

E. Link to Strategic Plan/Economic Vitality

Grow and develop partnerships with others to do things more effectively and cheaper

F. Previous Reports on this Topic

FS2011-014, approved by Council, January 17, 2011 - Wireless Cellular Contract

G. Approvals

Name	Signature	Date
Author:		
Director:		
Commissioner:		
Finance:		

CAO

Blackberry and Cellular Services Agreement
CORP 2014-005

ANALYSIS AND COMMENTS

Blackberries and mobile phones are manufactured for specific carriers. Units cannot be transferred from one carrier to another without voiding the device warranty, and incurring "unlocking fees" for each unit.

There are currently 204 Blackberry devices and 166 mobile phone devices at the City of Waterloo. 50 of the Blackberry devices have been upgraded to Blackberry 10 (Blackberry 10 Pilot Project Group).

Staff identified two options and considered each:

Option 1: Enter into a new agreement with Bell Mobility in advance of the new Vendor of Record (VOR) in February 2014 and upgrade the units

Option 2: Do not enter into a new agreement until the Province completes the new VOR in February 2014. Upgrade units at that time.

Option 2 was dismissed for several reasons including:

- Should the province choose a new carrier as the Vendor of Record, there are associated penalty costs for 370 units at an anticipated $35,000
- Should the province choose a new carrier as the Vendor of Record, there are associated unbudgeted staffing costs required to configure and deploy 370 new units. Each unit requires approximately three hours for configuration. Based on salary only the associated cost of 1110 hours would be $75,000.00
- The expectation of increased fees and decreased services as part of the new provincial agreement for all plans and all devices (the current Vendor of Record Agreement includes pricing packages at the February 2009 level)
- Devices would not be able to be upgraded to new technology outside the term of the agreement. New blackberries would no longer be available to Council and senior management within the terms of the contract.

In evaluating Option 1, staff noted that:

- There have been no known connectivity issues with Bell Mobility over the current three year agreement.

- Customer Service with Bell Mobility over the current three year agreement has been excellent.
- Entering into a new three year agreement in advance of provincial Vendor of Record, allows the City to continue taking advantage of reduced pricing, waived system access fees, waived 911 access fees, complimentary local calling to other Bell Mobility customers, waiving of the weekend cell phone local usage, unlimited nights and weekends for local calls and the option to upgrade units every twelve (12) months.
- There are no penalty fees incurred
- There are no additional staffing requirements for configuring and deployment of new units.
- The City of Kitchener and The Region of Waterloo are working through this same process with Bell Mobility. Cambridge has completed and entered into a new three year agreement with Bell Mobility.
- Bell Mobility will allow that annual renewal is subject to Council approval of the operating budgets; and that, the City of Waterloo will be allowed to choose the new rates, terms and conditions that are being made to the Province of Ontario as part of the Vendor of Record process, should the City feel this is beneficial.
- In renewing now, the City has the choice to remain on the current Vendor of Record rates or moving to the new rates. In not renewing in advance of January 31, 2014, the City will have no choice but to move to the new rates.
- Devices could be upgraded without delay

Procurement:

Bylaw 2011-043

19. Co-operative Purchasing

19.1 The City may participate with other government agencies or members of the broader public sector in co-operative purchasing initiatives where it is in the best interests of the City to do so.

19.2 The purchasing policies of the originating co-operative (or lead agency) shall form the basis of accepted policy and procedure when participating in, or calling, co-operative bids and this by-law shall be otherwise waived. The City will review the originating co-operatives' purchasing policies before entering a co-operative purchasing arrangement.

19.3 Notwithstanding any other provision of this by-law, co-operative purchases which are conducted by someone other than the City shall not be subject to review by the Audit Committee, regardless of the purchase values involved.

The province has completed the procurement process (Request for Proposal) at a provincial level and offers the agreement to BPS agencies such as the City of Waterloo. Harnessing its procurement expertise and the cost savings gained from the competitive process, Ministry of Government Services (MGS) has established this enterprise-wide Vendor of Record (VOR) arrangement for the Broader Public Sector (BPS) to gain efficiencies, economies of scale and competitive pricing plans for government agencies.

STAFF REPORT
Integrated Planning & Public Works

Title:	City of Guelph Request for Resolution Re: Sidewalk Infrastructure Maintenance Funding
Report Number:	IPPW2014-010
Author:	Bill Garibaldi
Meeting Type:	Finance and Strategic Planning Meeting
Council/Committee Date:	January 20, 2013
File:	NA
Attachments:	City of Guelph correspondence
Ward No.:	All

Recommendation:

For information.

A. Executive Summary.

On October 28th, 2013 Council considered a request for endorsement of a resolution by the City of Guelph (attached).

Council referred the request to staff for review and report back to Council. There are six parts to the Guelph resolution. The first four deal with internal Guelph practice/policy. The fifth is a request to the province for funding of sidewalk maintenance, and the sixth is the request for other municipalities to endorse the resolution. City of Waterloo staff contacted the Clerks department in Guelph, and understand that it was the intent of Guelph Council to request endorsement by other municipalities of item five (funding request), not items one to four which are Guelph related.

In reviewing the Guelph report it was noted that Guelph did their first legislated sidewalk inspection in 2012 and found a backlog of maintenance needs of approximately $500k compared to an annual maintenance budget of approximately $100k ($160/km of sidewalk). In our case, Waterloo did it's first legislated sidewalk inspection in 2011 and did not have a significant backlog. The City has an annual maintenance budget of approximately $170k ($350/km of sidewalk). This level of funding currently allows staff to keep up with the necessary repairs, provided we continue to use asphalt patching where required as one of our tools vs utilizing concrete exclusively.

B. Financial Implications
None.

C. Technology Implications
None.

D. Legal Considerations
None.

E. Link to Strategic Plan/Economic Vitality
(Strategic Pillars: Sustainability and Our Living Environment, Public Engagement, Healthy & Safe Community, Vibrant Neighbourhoods, Getting Around, Economic Vitality)

Healthy and Safe Community
Sustainability and Our Living Environment

F. Previous Reports on this Topic
None.

G. Approvals

Name	Signature	Date
Author: Bill Garibaldi		
Commissioner:		
Finance:		

CAO

CITY OF Guelph

Making a Difference

October 8, 2013

City Clerk
City of Waterloo
100 Regina St.,
P.O. Box 337, Station Waterloo
WATERLOO, ON N2J 4A8

At a meeting of Guelph City Council held September 30, 2013, the following resolution was adopted:

1. That the Operations, Transit & Emergency Services Committee report OTES091324, Sidewalk & Sign Inspection Programs – Update, dated September 10, 2013 be received.

2. That staff consider an alternate method to marking sidewalk discontinuities that meets regulatory compliance and reduces visual impact.

3. That sidewalk discontinuity per kilometer be included as a key performance indicator in the Public Works Annual Report.

4. That staff report back in 2014 with a funding strategy to close the gap on sidewalk infrastructure maintenance.

5. That Council requests the Province of Ontario to establish an infrastructure funding program for sidewalk maintenance to support the goals of the legislation and assist municipalities close the gap on sidewalk infrastructure repairs.

6. That this resolution be forwarded to the Council approved comparator municipalities for endorsement.

Yours truly,

Blair Labelle
City Clerk

City Hall
1 Carden St Guelph, ON Canada N1H 3A1
T 519-822-1260
TTY 519-826-9771 guelph.ca

CITY OF WATERLOO COUNCIL
HEALTH AND SAFETY REPORT
January 6, 2014

1. Incident Statistics

Reporting Period is from November 1 – 30, 2013.

Accident Categories	Reports in this Period	Reports Nov 1-30, 2012	Total Reports 2013	Total Reports 2012	Days Lost in this Period	Days Lost Total 2012	WSIB Claims in this Period	WSIB Claims Total 2012
Lost Time	1	3	10	16	15	145	1	16
Health Care	1	1	16	16	Not Applicable	Not Applicable	1	16
Incidents / First Aid	2	5	40	45	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Totals	4	9	66	77	15	145	2	32

The lost time is lower than last month; however, it has been consistently higher in 2013 than in 2012. The lost time incurred this month is a continuation of the long latency occupational illness claim initially reported in June of 2012. One of the days lost for a new claim. This worker participated in a transitional work plan and has been cleared to return to full, regular duties mid-January.

2. Workplace Safety and Insurance Board (WSIB) - Claims Cost Summary

WSIB Claims Cost Totals for 2013

Category	2013 November	2012 November	2013 Total	2012 Total
Health Care	$4,428	$6,100	$75,641	$78,428
Lost time (Advances)	$4,882	$4,462	$70,164	$34,640
Administrative / Physician Fees	$3,273	$3,077	$54,439	$35,301
Totals (Year To Date)	$12,583	$13,638	$200,243	$148,370

The monthly health care costs for November are lower than last year; however, overall the lost time advances, administrative fees and health care costs continue to be higher than in previous years, as a result of the MSD and the long latency occupational disease claims that were initially reported in April and June of 2012. Furthermore, there was a serious injury in July of 2013, which required significant health care and resulted in lost time.

CITY OF WATERLOO COUNCIL
HEALTH AND SAFETY REPORT
January 8, 2014

1. Incident Statistics

Reporting Period is from December 1 – 31, 2013.

Accident Categories	Reports in this Period	Reports Dec 1-31, 2012	Total Reports 2013	Total Reports 2012	Days Lost in this Period	Days Lost Total 2012	WSIB Claims in this Period	WSIB Claims Total 2012
Lost Time	0	0	10	16	15	145	0	16
Health Care	1	0	17	16	Not Applicable	Not Applicable	1	16
Incidents / First Aid	8	3	48	45	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Totals	9	3	75	77	15	145	1	32

The number of incidents reported is higher than last December. Overall, there were fewer incidents reported in 2013, than in 2012. The lost time incurred this month is a continuation of the long latency occupational illness claim initially reported in June of 2012.

2. Workplace Safety and Insurance Board (WSIB) - Claims Cost Summary

WSIB Claims Cost Totals for 2013

Category	2013 December	2012 December	2013 Total	2012 Total
Health Care	$3,673	$4,679	$79,313	$78,428
Lost time (Advances)	($2,760)	$4,474	$67,404	$34,640
Administrative / Physician Fees	$529	$2,688	$54,967	$35,301
Totals (Year To Date)	$1,442	$11,841	$201,685	$148,370

The monthly lost time and administrative costs for December are significantly lower than last year, as a result of a recent claim decision. The MSD claim that was reported in April of 2012 was appealed. We have been reimbursed the costs of the lost time advances and associated administrative fees. We will also be reimbursed for the health care costs. Overall, the lost time advances, administrative fees and health care costs continue to be higher than in previous years, as a result of the long latency occupational disease claim that was initially reported in June of 2012. Furthermore, there was a serious injury in July of 2013, which required significant health care and resulted in lost time.

STAFF REPORT
Economic Development

Title:	Culture Plan Implementation Lead
Report Number:	CAO2014-001
Author:	Justin McFadden
Meeting Type:	Finance & Strategic Planning Committee Meeting
Council/Committee Date:	January 20, 2014
File:	[File]
Attachments:	City of Waterloo Business Case
Ward No.:	City- wide

Recommendation:

That Council authorize funding of $80,000 from the Economic Development Reserve for the hiring of a Culture Plan Implementation Lead (one year contract).

A. Executive Summary

On December 2, 2013, City of Waterloo Council endorsed and approved a report that presented the 10 year Culture Plan for the city. After approximately two years of community input and review of the city's cultural landscape, staff brought forward six goals and 37 recommendations for local cultural development. Staff reported that the plan reflects the city's role as a catalyst toward achieving the community's vision for culture. The Culture Plan recognizes that the city will need to build upon current collaborative efforts and develop new relationships with the community and other stakeholders to move the plan forward. It is also recognized there are expectations from the community for leadership and commitment that will support long-term cultural vibrancy through implementation of this plan over the next ten years.

The City has identified the importance of culture to the community and more broadly as a link to economic development. This is visible in 2013 Forward re-organization, when the Arts, Culture, Festivals and Events team was joined with the Economic Development division. This alignment emphasizes that culture is one aspect that assists in driving Waterloo as a place to work, live, learn and play. This plan is driven by the city, with collaboration from the community with many stakeholders and partners. The City of Waterloo has been and continues to be a leader in relationship building between the cultural community and other municipalities as well as the Region of Waterloo.

In order to ensure the delivery of the Culture Plan, Economic Development is proposing the creation of a "Culture Plan Implementation Lead" role as a contract position that

would further the overall community outreach component, and provide the leadership continuity of Culture Plan implementation. The advantages to this include: internal strategic leadership, completing an annual reporting matrix and leadership to the community. It is recommended the “Culture Plan Implementation Lead” contract position would be hired in February 2014 for 1 year with future sustainability of this assessed during the 2015 budget deliberations that will occur in 2014. This “Culture Plan Implementation Lead” contract position would follow the policies and practices of the City of Waterloo’s Human Resources department. The contract position would report to the Director of Economic Development and would be responsible to drive the overall community outreach component of the plan as well as oversee work completed by potential staff hired if the RED grant is successful.

B. Financial Implications

The recommendation is to fund this position from the Economic Development Reserve. The projected 2014 ending balance for the Economic Development Reserve is $1,382,664. Any amount being requested via this report from the reserve has not yet been factored into that figure.

The position would be 35 hours per week at H grade of the Staff Association Agreement with all required benefits. The estimated salary is $55,500 to $70,000 range with the required benefits at an additional 11 per cent ($6,105.00 to $7,700.00), equalling ~ $80,000 per year.

Staff have recently prepared a proposal to the provincial government for a Rural Economic Development (RED) grant to assist with implementation of initial specific large-scale recommendations identified in the Culture Plan. If successful, the city would contribute approximately $107,000 dollars (earmarked from the salary of the retired Manager, Arts, Culture, Festivals and Events) which would then be matched by the province. This one-year grant would provide dedicated resources for the Economic Development division to create capacity to build momentum for some of the Culture Plan recommendations.

Future sustainability of this position should be assessed in the 2015 budget process.

RISK:

It should be noted that this Lead position is completely separate and distinct from the RED grant positions. Should our application for the RED Grant be successful, the city will be able to leverage the funding and hire up to 3 additional staff to assist the Culture Plan Implementation Lead. If the grant application is unsuccessful, , Economic Development will allocate the salary from a recent retirement to hire one full time contract person and a short term co-op placement to work with the Culture Plan Implementation lead on this project.

As well, should we not receive the RED Grant, this position will still oversee the culture plan implementation, and in particular would drive the overall community outreach component.

C. Technology Implications

There are no technological implications.

D. Legal Considerations

None.

E. Link to Strategic Plan/Economic Vitality

(Strategic Pillars: Sustainability and Our Living Environment, Public Engagement, Healthy & Safe Community, Vibrant Neighbourhoods, Getting Around, Economic Vitality)

Healthy & Safe Community- Quality of life is directly connected to enhanced local economic prosperity. Waterloo's economic base in manufacturing, finance and technology necessitates competition with large urban municipalities to attract and retain new businesses and employees - including world-class talent from different sectors. In today's economic climate, communities need to re-envision and reposition themselves in order to remain competitive and to thrive; Waterloo is no exception. Recent changes in the local technology sector have reinforced the importance of taking a new approach to economic development in Waterloo. By seeking opportunities to revitalize and diversify the local economic base, with a particular focus on culture, Waterloo strives to enhance quality of life for residents, and position the economic sector for new functions and roles, thereby retaining and attracting employers and the talented workers they require to thrive.

Economic Vitality- The culture plan mandate is to be forward thinking. There are a number of changes on the horizon that might alter the cultural landscape of Waterloo during the course of this 10-year plan. Being aware of the potential impacts is vital to leveraging these opportunities for community and economic benefit. Examples include:

- the development of light rail transit (LRT) in the region. This will change the way people move about the city, and creates the potential for the development of a concentration of culture around station areas. Linked to this transportation system are future opportunities to support two-way GO Transit Service from Toronto to Waterloo Region;
- post-secondary institutions will continue to grow, and are the birthplace of innovation that could radically change the local economy;
- changes are underway at Waterloo Park, a cultural gem; the redevelopment will make the park more amendable to the needs of the changing population;
- the city will continue to grow, however, instead of growing out, it is growing up – intensification will continue, particularly in the uptown core, around LRT stops and on city-owned lands; and

- along with the changing built environment, community demographics are expected to continue to shift. The population will get older and more ethnically diverse.

Looking toward, the impact of future changes has been an important point of consideration in the development of this plan. These changes present opportunities that can benefit the community. The City of Waterloo is prepared to remain responsive and flexible as changes inevitably occur throughout plan implementation.

F. Previous Reports on this Topic

CAO2013-012 Waterloo's Culture Plan: A Catalyst for Culture, Final Report (approved by Council on December 2, 2013)

G. Approvals

Name	Signature	Date
Author: Justin McFadden		
Director: Justin McFadden		
CAO: Tim Anderson		
Finance: Keshwer Patel		

CAO

Culture Plan Implementation Lead
CAO2014-001

Schedule "A" - City of Waterloo Business Case

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City of Waterloo
Business Case

CULTURE PLAN IMPLEMENTATION LEAD

January 13th, 2014

Table of Contents

Authority Signatures **2**
Executive Summary **3**
Phase 1: The Strategic Context **3**
1. Business Needs and Desired Outcomes 3
1.1 Strategic Environment 3
- 1.1.1. Organizational Overview 3
- 1.1.2 Business Need 3
- 1.1.3 Drivers for Change 4
- 1.1.4 Business Outcomes 4

1.2 Strategic Fit 4
1.3 Detailed Description of the Business Need 5
- 1.3.1 Problem/Opportunity Statement 5
- 1.3.2 Prioritized Requirements (High Level) 6
- 1.3.3 Assumptions 6
- 1.3.4 Constraints 6
- 1.3.5 Dependencies 6

1.4 Scope 6
- 1.4.1 Boundaries 6
- 1.4.2 Stakeholders 6

Phase 2: Cost-Benefit **7**
2.1 Sources of funding 7
2.2 Costs 7
2.3 Cost-Benefit Analysis 7
Phase 3: Management and Capacity **7**
3 Managing the Investment 7
3.1 Oversight & Risk Management 7
3.2 Performance Measurement Strategy 8
Phase 4: Recommendation **8**

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Executive Summary

On December 2, 2013, City of Waterloo Council endorsed and approved a report that presented the 10 year culture plan for the city. After approximately two years of community input and review of the city's cultural landscape, staff brought forward six goals and 37 recommendations for local cultural development. Staff reported that the plan reflects the city's role as a catalyst toward achieving the community's vision for culture. The culture plan recognizes that the city will need to build upon current collaborative efforts and develop new relationships with the community and other stakeholders to move the plan forward. It is also recognized that there are expectations from the community for leadership and commitment that will support long-term cultural vibrancy through the 10 year implementation of this plan.

The proposed position for a Culture Plan Implementation Lead will look for an individual with previous knowledge of culture planning and implementation processes to ensure that effective leadership and strategic planning is utilized to successfully implement the culture plan. In order to further enhance the delivery of the culture plan, this role would drive the overall community outreach component, and provide implementation leadership for the plan. It is recommended that the Culture plan Implementation Lead contract position would be hired in February 2014 for a minimum of one year. Sustainability of this position should be assessed during the 2015 budget planning cycle.

Phase 1: The Strategic Context

1. Business Needs and Desired Outcomes

1.1 Strategic Environment

1.1.1. Organizational Overview

One of the City of Waterloo's stated strategic goals is to drive programs and initiatives that enhance the economic vitality of the business community, ultimately driving growth, jobs and overall economic stability of the community. In 2012 City council approved the formation of an Economic Development Reserve, calculated as a percentage of the annual budget surplus, to assist in this stated strategic goal.

1.1.2 Business Need

Based on aftercare meetings (a CTT lead program with participation from City of Waterloo Economic Development Department) with multinational corporations in Waterloo it has been observed that Waterloo Region is in need of added cultural amenities to heighten the cultural environment. The City of Waterloo must focus on developing an enhanced cultural value proposition to help retain and attract talent with a particular focus on the 'creative class' of workers.

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A Culture Plan Implementation Lead will assist in ensuring the objectives of the council approved culture plan will be carried out. By approving this position the City will be taking further steps to retain and grow the talent base that is so important to driving our local economy.

1.1.3 Drivers for Change

The City of Waterloo Community Services department jointly with Economic Development has examined the relationship of culture and local economic development and believes the Culture Plan Implementation Lead role can have a significant impact. The idea in principle is to leverage the benefits of a cultural environment, with the local strength of innovation, academia and technology, to continue to grow our economic environment. The vision in essence is that Waterloo can add value to the local economy by delivering new innovative cultural outlets for employers and employees of all sectors of the economy. The benefits are significant with direct/indirect value to Waterloo and our economic diversity and related stability.

In order to provide enhanced local economic growth, the cultural environment plays a significant role in achieving this desired outcome.

1.1.4 Business Outcomes

Approve a Culture Plan Implementation Lead role with the goal of ensuring culture plan objectives are carried out. An enhanced cultural environment will support local economic growth from all sectors.

The Culture Plan Implementation Lead would work directly with the Director of Economic Development and other staff within the division and collaborate with other divisions that will be directly impacted by the culture plan. The successful incumbent would play a strategic leadership role and would be responsible to collaborate with various community stakeholders and partners to implement the culture plan.

1.2 Strategic Fit

City of Waterloo Strategic Plan, Pillar: Economic Vitality:

Act globally, but think locally first:

Continue to explore strategies to support the vitality of the cultural environment in order to assist in retaining/expanding businesses – this initiative is directly related to the Culture Plan Implementation Lead role and support staff working on implementation of the culture plan to remain open to change throughout the duration of the 10 year culture plan.

The culture plan mandate is to be forward thinking. There are a number of changes on the horizon that will alter the cultural landscape of Waterloo during the course of this 10-year plan. Being aware of the potential impacts is vital to leveraging these opportunities for community and economic benefit. Examples include:

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- Development of light rail transit (LRT) in the region. This will change the way people move about the city, and creates the potential for the development of a concentration of culture around station areas. Linked to this transportation system are future opportunities to support two-way GO Transit Service from Toronto to Waterloo Region;
- Post-secondary institutions will continue to grow, and are the birthplace of innovation that could radically change the local economy;
- Changes are underway at Waterloo Park, a cultural gem; the redevelopment will make the park more amendable to the needs of the changing population;
- The city will continue to grow, however, instead of growing out, it is growing up – intensification will continue, particularly in the uptown core, around LRT stops and on city-owned lands; and
- Along with the changing built environment, community demographics are expected to continue to shift. The population will get older and more ethnically diverse.

Expansion & Retention of business:

The approval of a Culture Plan Implementation Lead would help the local economy address the lack of growth in the cultural environment, making Waterloo more competitive. As stated earlier, it will also further enable retention and attraction of the 'creative class', bringing in complimentary organizations related to arts and culture, and fulfilling the "attraction of business" mandate of economic development.

1.3 Detailed Description of the Business Need

1.3.1 Problem/Opportunity Statement

Through developing the culture plan it was discovered that there is a direct correlation between culture and local economic prosperity. The Culture Plan Implementation Lead will oversee the objectives of the plan to ensure they not only align with enhancing the cultural environment of Waterloo, but also work simultaneously to achieve sustainability and commercialization of the local economy by delivering on the objectives set forth in the culture plan. The Culture Plan Implementation Lead will work to advance jobs, enhance the culture and arts landscape of Waterloo, and attract investment by working directly to fulfill the objectives in the culture plan.

The Culture Plan Implementation Lead along with other staff dedicated to the implementation of the culture plan, would bring together many stakeholders (academic institutions, community groups, industry associations, local business within finance and insurance, technology, manufacturing, government and sponsors) to create integrated and collaborative partnerships in order to address challenges with the cultural landscape of Waterloo. Many of these challenges have been identified and are awaiting approval of the Culture Plan Implementation Lead position for project engagement.

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1.3.2 Prioritized Requirements (High Level)

- Utilize the Culture Plan Implementation Lead to manage, facilitate and drive the culture plan; and act as a key driver in linking stakeholders with initiatives of the culture plan.
- Create integrated and collaborative partnerships with key stakeholders that are focused on solutions.
- Increase the investment /absorption rate for all businesses with focus on small and medium businesses (SMBE), given their numbers & role in driving local economic development.
- Create broad based financing of efforts to attract and retain the 'creative class' through sponsorships locally, nationally and internationally.
- Utilize a phased approach to ensure success as outlined in the culture plan.
- Source funding by phase and become partially self-funding by the 10 year mark of the culture plan.
- 1.3.3 Assumptions

Inter- departmental support in fulfilling the objectives of the culture plan.

1.3.4 Constraints

There are a number of constraints that could impact the success of the project including: willingness of provincial and federal funding sources to invest; willingness of businesses to utilize new cultural landscape to attract and retain business; & ability to effectively market the cultural plan's deliverables to community and stakeholders.

1.3.5 Dependencies

Availability of funds in the Economic Development Reserve Reserve to fund Arts and Culture coordination position and co-op position.

1.4 Scope

1.4.1 Boundaries

The recommendation would be to fund this position from the Economic Development Reserve Reserve.

The position would be 35 hours per week and identified as an H grade position of the Staff Association Agreement with all the required benefits. The estimated expense of this position is $55,500 to $70,000 range with an additional expense of the required benefits which equates to an additional 11 per cent. The expense for this position is approximately $80,000 per year.

Future sustainability of this position should be assessed in the 2015 budget process.

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1.4.2 Stakeholders

- City of Waterloo - provides experience, knowledge and access to staff and stakeholders.
- Academic Institutions – provide talent and educators, and research facilities.
- Community- provides feedback on cultural plan goals being implemented.
- Municipal, Provincial & Federal government – provide funding.

Phase 2: Cost-Benefit

2.1 Sources of funding

City of Waterloo Economic Development Reserve

2.2 Costs

$80,000 to fund the Culture Plan Implementation Lead for a 1 year position. Thereafter the position should be reviewed to be budgeted in the 2015-17 city budget.

2.3 Cost-Benefit Analysis

The City of Waterloo is proposing to fund the Culture Plan Implementation Lead position utilizing the Economic Development Reserve. The benefit of this investment to the community will be returned over the next several years in the form of a more culturally vibrant and diverse community which will act as a catalyst for talent attraction and retention, ultimately contributing to a stable and growing economy. The net result will be the branding of Waterloo as a culturally vibrant community catering to the needs of world leading organizations, their employees and families.

Employment drivers include:

1) Branding of Waterloo as a cultural metropolitan city resulting in retention and expansion of business.
2) Additional skilled employment from the 'creative class' developed; new cultural events commercialized; and a cultural mecca is created attracting more local economic development.
3) Broad based employment gains resulting from Waterloo's increased economic competitiveness.

Phase 3: Management and Capacity

3 Managing the Investment

3.1 Oversight & Risk Management

The proposed governance model would see the creation of an inter-departmental cultural committee comprised of all departments within the City of Waterloo's corporation. Additionally, the Advisory Committee on Culture will continue to ensure that implementation of the culture

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plan aligns with the community's interests and vision for culture. Updates will be provided to Council, WEDC & other stakeholders on the progress of the overall project.

3.2 Performance Measurement Strategy

Performance and success of the culture plan implementation lead will be determined by several factors over time:

1) Securing of additional government funding to drive initiatives beyond City of Waterloo Economic Development Reserve.
2) Progress and completion of the 37 recommendations outlined in the culture plan.
3) Additional skilled employment from the 'creative class' developed, new cultural events are commercialized, and overall enhancement of the cultural environment.
4) Execution of defined projects to point of commercialization to be utilized to retain and attract new economic development.

Phase 4: Recommendation

Waterloo City Council has endorsed and approved a comprehensive plan for cultural vibrancy in Waterloo. In order to provide the stimulus for this plan, there is need for a dedicated staff person to provide strategic leadership for the delivery of the overall culture plan. The community has expectations for implementation progress and staff recognizes that through this direction the City of Waterloo will be providing leadership. It is also recognized that the Culture plan is an integral part of community development and culture will continue to grow in importance. The resources required to continue to grow and develop this area would be enhanced by this staffing initiative.

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Tuesday, January 14, 2014

Mayor Halloran and Members of Council
City of Waterloo
100 Regina Street South
Waterloo, Ontario
N2J 4A8

Dear Mayor Halloran and Members of Council,

RE: Report CA020134-001 – Culture Plan Implementation Lead

At the meeting held January 9, 2014, Beth Rajnovic and Jim Bowman reviewed the history pertaining to the creation of the City of Waterloo Culture Plan, setting out the goals and recommendations and outlining next steps necessary to implement the Culture Plan.

Having been involved in the creation of the culture plan and recognizing the strong link between culture and economic vitality, WEDC passed the following motion:

> Moved by Mary D'Aiton, Seconded by Dwayne Priestman
>
> *"That Waterloo Economic Development Committee supports the request to fund a contract position of Culture Plan Implementation Lead from the Economic Development Reserve in the amount of $80,000.00 for one year."*
>
> All in Favour, Motion Carried
> (Councillor Scian Abstaining)

Respectfully Submitted,

Darrin Snider
Chair,
Waterloo Economic Development Committee (WEDC)

CC: Tim Anderson, CAO
Keshwer Patel, CFO

STAFF REPORT
Economic Development

Title:	Uptown Parking
Report Number:	CAO2014-002
Author:	Justin McFadden
Meeting Type:	Finance & Strategic Planning Committee Meeting
Council/Committee Date:	January 20, 2014
File:	[File]
Attachments:	[Attachments]
Ward No.:	7

Recommendation:

1) That Council approve funding of $2,020,000 ($1,816,000 from development charges – parking and $204,000 from the Parking Reserve Fund) from the Uptown Land Acquisition North of Erb (ref 737) capital budget, for land acquisition to support parking needs North of Erb St.

2) That the Mayor and Clerk be authorized to execute any necessary agreements.

A. Executive Summary

For many years local businesses in the Uptown area north of Erb St. and east of King St. have expressed a need for additional parking. These needs were highlighted in the City's 2008 Uptown Parking Strategy which discusses the impediment parking issues have on the redevelopment potential for the area north of Erb. As well the 2012-17 Uptown BIA Strategic Plan outlines a list of specific strategies for enhancing business in the area, one of which is increased parking.

With this requirement in mind City Economic Development staff has engaged in a strategic evaluation of potential parking sites and are now in a position to move to the acquisition stage. Budget for this is included in the 2014-2022 capital budget and is forecast as Uptown Land Acquisition North of Erb (ref 737). The budget of $2.02 million is funded with $1,816,000 from development charges – parking and the $204,000 from the Parking Reserve Fund.

B. Financial Implications

Full release of the $2.02M from Capital Project Ref 737 ($1.816M DC, and $204k PKG. Following completion of acquisitions by the City in 2014 a Public report will be issued.

C. Technology Implications

None

D. Legal Considerations

Corporate legal counsel or City Solicitor Duncan Linton LLP will be required to review any offers of purchase and sale.

E. Link to Strategic Plan/Economic Vitality

(Strategic Pillars: Sustainability and Our Living Environment, Public Engagement, Healthy & Safe Community, Vibrant Neighborhoods, Getting Around, Economic Vitality)

This initiative supports the Economic Vitality Pillar, Area of Focus: Continue to build on what has become a thriving uptown with a focus on good pedestrian-oriented development as the uptown continues to evolve. This will continue to be the heart of the city for the foreseeable future. The actions undertaken through this report are complimentary to the 2008 Uptown Parking Strategy which recommended a series of additional parking supply locations including North of Erb and East of King Street.

F. Previous Reports on this Topic

None

G. Approvals

Name	Signature	Date
Author:		
Director:		
Commissioner:		
Finance:		

CAO

STAFF REPORT
Strategic Initiatives

Title:	Corporate Non-Disclosure Agreement Policy
Report Number:	CAO 2014 – 003
Author:	Garry Bezruki
Meeting Type:	Council Meeting
Council/Committee Date:	January 20, 2014
File:	
Attachments:	
Ward No.:	

Recommendation:

1. That CAO 2014 – 003 be approved.
2. That the original signed copy of the non-disclosure agreement be filed with the Legislative Services Division.
3. That executive management, director level and above, be authorized enter into and sign on behalf of the City, non-disclosure agreements.

A. Executive Summary

A non-disclosure agreement (NDA), also known as a confidentiality agreement (CA), confidential disclosure agreement (CDA), proprietary information agreement (PIA), or secrecy agreement, represents a legal contract between at least two parties that outlines confidential material, knowledge, or information that the parties wish to share with one another for certain purposes, but wish to restrict access to or by third parties. It's a contract through which the parties agree not to disclose information covered by the agreement. An NDA creates a confidential relationship between the parties to protect any type of confidential and proprietary information or trade secrets. As such, an NDA protects nonpublic business information.

NDAs are commonly signed when two companies, individuals, or other entities (such as partnerships, societies, etc.) are considering doing business and need to understand the processes used in each other's business for the purpose of evaluating the potential business relationship. NDAs can be "mutual", meaning both parties are restricted in their use of the materials provided, or they can restrict the use of material by a single party.[1]

As the City continues to look for new and innovative ways to better our community and the services that are offered, there may be circumstances whereby the City may need to issue or enter into a non-disclosure agreement. This policy will help ensure that any private and confidential information on behalf of either party remains private and confidential.

B. Financial Implications

There are no financial implications associated with this report.

C. Technology Implications

There are no technology implications associated with this report.

D. Legal Considerations

Legal Counsel has been consulted and are in the process of creating the appropriate non-disclosure agreement document.

Where non-disclosure requests are being made of the City of Waterloo, the agreement will be reviewed by the City's Legal Counsel prior to the signing of the agreement.

E. Link to Strategic Plan/Economic Vitality

The proposed request has the potential of supporting a number of the strategic pillars.

F. Previous Reports on this Topic and References

CORP/IS 07-077 - Information Systems Non-Disclosure Agreement Policy

[1] http://en.wikipedia.org/wiki/Non-disclosure_agreement

G. Approvals

Name	Signature	Date
Author: Garry Bezruki		January 14, 2014
Director:		
Commissioner:		
Finance:		

CAO

Ms. Jennifer Soehner
Fundraising Chair
Navy League of Canada, K-W Branch
321Wellington Street North, Kitchener
ON N2H 5K8 519-745-6711

January 10, 2014

Ms. Susan Greatrix
City Clerk, City of Waterloo
100 Regina Street South
Waterloo, ON N2J 4A8

Re: Request to hold Tag Day Fundraiser April 5th, 2014 and April 6th, 2014 for the Royal Canadian Sea Cadet Corps WARSPITE (Non Profit Charity Number 11924-6635-RR0013)

Dear Ms. Susan Greatrix,

My name is Jennifer Soehner and I am the Fundraising Chair for the Navy League of Canada, K-W Branch. The K-W Navy League is the sponsor for the Royal Canadian Sea Cadet Corps (RCSCC) WARSPITE. RCSCC WARSPITE is part of a National Cadet Program for youth age 12-18. Each fall and spring, the cadets participate in Tag Day Fundraising at various store locations across the Region.

On Behalf of Lt (N) Mike Gingerich, Commanding Officer, RCSCC WARSPITE, and the Fundraising Committee of the Navy League of Canada, K-W Branch, I am requesting permission to hold a "Tag Day" for RCSCC WARSPITE within the City of Waterloo Saturday April 5th, 2014 8:00am to 5:00pm and Sunday April 6th, 2014 8:00am to 5:00pm.

Cadets would be located at various malls, grocery stores and restaurant entrances, upon receiving permission from the store managers. Cadets will be informed of any rules set out by these premises and will abide by them. I am attaching proof of insurance for your review.

You may contact me at the above address or by email if more information is required. Written notification of acceptance or decline regarding our request would be appreciated.

Yours truly,

Jennifer Soehner
Fundraising Chair
Navy League of Canada, K-W Branch jen.5@hotmail.com
519-579-9196

Region of Waterloo news release – Council Info

From the January 15, 2014 Regional Council meeting:

Council Info is a summary of discussion and the major items presented at Council meetings. It is circulated immediately following each meeting. You are encouraged to quote from and copy this information. Please refer to the minutes for an official record of the meeting.

Council approves 2014 budget

Regional Council approved a 2014 tax increase of 1.86 per cent. This year's budget will help meet increasing needs in service areas like: childcare subsidies; seniors' services; bus service in Cambridge; Mobility plus; Ontario Works discretionary benefits and ambulance service. The increase of 1.05 per cent for Regional services and 0.81 per cent for Police services will impact the average household by $32.38.

Council approves LRT infrastructure cost sharing with municipalities

Regional Council has approved entering into separate formal agreements with the cities of Kitchener and Waterloo regarding cost sharing for moving and reconstructing utilities and City requested improvements and corridor streetscape works relating to the Stage 1 Light Rail Project. The construction of Stage 1 requires that some utilities be moved and also provides an opportunity to reconstruct aging infrastructure, upgrade utilities and improve streetscapes within the proposed rapid transit corridors in Kitchener and Waterloo. Over the past year, Regional and City staff have been working collaboratively to establish a cost sharing agreement regarding underground infrastructure movement, reconstruction and upgrade, betterments and streetscape design along the ION corridor. The agreements will include all of the works that will be completed during the Stage 1 construction and the cost sharing between the Region and the Cities.

Physiotherapy will soon be available at Sunnyside

Sunnyside Wellness Centre will soon be offering publicly funded physiotherapy services for eligible patients. This service is expected to significantly increase the number of clients attending the Wellness Centre, which offers a unique setting for older adults to exercise and receive services. Expanding physiotherapy services is a key part of the Province's plan to enhance access and improve the quality of health care services.

Council approves entering into an agreement with Hydro One Networks

Regional Council approved entering into a Transmission Line Relocation Agreement with Hydro One Networks Inc. to bury existing Hydro One overhead transmission lines and towers, and replacing them with buried infrastructure on the northern half of their corridor, between Courtland Avenue and Fairview Park Mall at a cost of $25,011,000. This will allow for the timely construction of ION on the Hydro corridor.

Regional Council voted to endorse the Western Golden Horseshoe Municipal Network's Charter

Since December 2012, the Region has been meeting regularly with the Regions of Halton, Niagara and Peel and the City of Hamilton to form the Western Golden Horseshoe Municipal Network (the Municipal Network). The Municipal Network's main goals are to create a common transportation vision for our area, coordinate input on Provincial transportation studies and encourage other levels of government to consider strategic transportation planning as an economic growth initiative. Regional Council endorsed the Municipal Network's draft Charter. The Charter defines the vision, goals and membership of the Municipal Network and describes how the Municipal Network will benefit the economy, quality of life, land use and infrastructure

planning, the natural environment and transportation infrastructure. The Region's participation in the Municipal Network will provide a stronger platform for advocacy to higher levels of government and support the following Regional priorities: expanded GO and VIA passenger rail service; improving border crossings to minimize delays and help regional business; and by putting forward policy improvements that will help ensure that transportation facilities meet long-term needs.

Region will continue to provide Employment Ontario services
The Region will continue to provide Employment Ontario services in Cambridge, Kitchener and Waterloo in 2014/2015. The Province has increased its funding and service targets for 2014/2015.

Economic Development Strategy

To support the joint Region-Area Municipal Economic Development Strategy, the Region will formally ask the Province to amend the Municipal Act to enable the Region to purchase, develop and sell land for economic development purposes. Area municipalities will be asked to make similar requests to the Province. Area municipalities will continue to be able to purchase property for economic development purposes. Council also approved a consulting services agreement with Malone Given Parsons Ltd. to provide services for the preparation of a region-wide Economic Development Strategy in partnership with area municipalities in 2013 and 2014. The Region's share of the $183,000 cost is $92,000.

Next Meeting…
Wed., February 5, 2014
at 7 p.m.

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