

Planning Our Future
Regional Growth Management Strategy
Waterloo

Message from the Regional Chair

July 2003

Planning for the future is something that people in this Region have taken seriously since the first Regional Official Policies Plan was passed in 1976. Accommodating growth while preserving much of what makes this area so special has been high on the agenda for many years. It has also made this Region a leader across the country.

When it became clear that the growth pressures we were facing required us to take another long term look at where we were going, Regional Council agreed to undertake a growth management study which would set the stage for the next few decades and confirm patterns of growth which would ensure that much of what we held so important would survive. This new strategy does that. It sets the stage so that we clearly know where we are going in the Region of Waterloo.

There is broad public support for this strategy and now it will take energy and imagination to make sure that what is planned is actually implemented over the coming years. If we are successful, we will have guaranteed to our children a healthy and vibrant community which takes the best of what we have and builds on it.

Sincerely,
Ken Seiling
Regional Chair

Highlights - Planning Our Future

What Is the Regional Growth Management Strategy?

- A long-term strategic framework which identifies where, when, and how future residential and employment growth will be accommodated.

What Will the Strategy Do?

- Positively shape our urban and rural form
- Build on past initiatives
- Focus growth
- Promote a more compact, transit and pedestrian-oriented community
- Focus on financial stability
- Recognize that time is required to implement significant change and provide flexibility

What Are the Key Elements of the Strategy?

- "Big picture" environmental planning
- Firm countryside line
- Reurbanization
- Transportation choice
- Targeted Greenfield development
- Quality of life initiatives

Overview

Planning For A Growing Community

Since its formation in 1973, Waterloo Region has consistently ranked as one of the fastest growing communities in Canada. In the last five years alone, the Region's population has increased by approximately 8%, or over 6,300 people per year. With a current population of about 460,000, the Region is now the 10th largest urban area in Canada and the 4th largest in Ontario. Given this tremendous growth, and the challenges which growth can sometimes create, Regional Council initiated the development of a Growth Management Strategy entitled "Planning Our Future". The Strategy identifies where, when, and how future population and employment growth should best occur. Focusing on both our urban and rural communities, the Strategy -which is consistent with the Province's "Smart Growth" principles -also seeks to preserve and enhance the high quality of life which members of the community have come to value and enjoy.

The Strategy Development Process

Development of the Regional Growth Management Strategy officially began in April, 2001, following Regional Council's endorsement of Chair Seiling's Report: "Smart Growth and the Region of Waterloo: Planning for Our Future". Over the next twenty-four months, staff engaged in an extensive consultation and development process that was implemented over two phases.

Phase 1

Phase 1 involved a 'big-picture' assessment of the growth issues, constraints, and priorities affecting our community and a study of alternative growth options broadly defined as concentrated, dispersed, and balanced. The findings and results of this phase of the work were summarized in an interim report that was submitted to Regional Council in March 2002. Among other things, this report introduced and described the Preliminary Preferred Concepts (PPCs), or different methods to accommodate new growth, which remained the focus of attention for the remainder of the initiative.

Phase 2

Phase 2 involved a refinement of the PPCs and a scoping of the balanced growth option preferred by Regional Council. Phase 2 also involved a continuation of the communication and consultation exercise which began at the start of the initiative. As in Phase 1, this exercise consisted of meetings with various stakeholder groups, the area municipalities, community agencies, the project Steering Committee, and the public at large.

The interim findings of Phase 2 were presented to Regional Council, in the form of a four-volume set, in December 2002. Structured around eight themes, the volumes described the range of possible balanced options through which future growth could be managed. At one end of the range was the Moderate Reurbanization option which called for more intensification along the Central Transit Corridor (CTC). However, the Moderate Reurbanization option still allowed for targeted greenfield development for employers requiring larger parcels of land. At the other end of the range was the Intensive Reurbanization option. This option assumed that the majority of the additional population and employment growth would be accommodated within the CTC with more limited greenfield development than the Moderate option. All of the options within this range would support higher-order transit in the CTC, including Light Rail Transit (LRT), and were characterized by the establishment of a firm countryside line.

Regional Council responded to the material presented at the December meeting by requesting staff to engage in a further round of consultation. While this took place, five supplementary reports were also prepared. Each of these reports profiled a unique feature of the community or a key principle on which the Strategy was being developed.

The results of the consultation process, coupled with the findings of the supplementary reports helped to solidify the details of the recommended Strategy that was submitted to Regional Council for consideration in May 2003. The recommended Strategy reflected a modified version of the Moderate Reurbanization option and was structured around the following six goals:

- Enhancing Our Natural Environment
- Building Vibrant Urban Places
- Providing Greater Transportation Choice
- Protecting Our Countryside
- Fostering A Strong Economy
- Ensuring Overall Coordination and Cooperation

Each of these goals was, in turn, supported by a number of ongoing initiatives and new actions to be implemented over a four-year time frame.

The Final Regional Growth Management Strategy

At its meeting of May 20, 2003 Regional Council requested a final round of public consultation on the recommended Strategy. Particular attention was given to the map which illustrated and defined the lands that were to be included within the countryside line. Following an additional four weeks of debate, Report P-03-055 was prepared and presented to Regional Council on June 25, 2003. This Report proposed a number of amendments to the recommended Strategy, most dealing with the location of the countryside line. After a thorough discussion, Regional Council unanimously approved Report P-03-055, thereby finalizing the Regional Growth Management Strategy.

The Growth Management Strategy is structured around six goals and contains several key elements including:

- establishment of a firm countryside line to limit urban sprawl, protect valuable agricultural lands, and maintain our rural character;
- intensification of the CTC, including the implementation of an LRT system, to leverage capital investment and support the revitalization of our downtown core areas;
- protection and preservation of our environmentally sensitive landscapes, including our moraine areas, which are vital to the integrity of our water resources; and
- development of new employment lands in the vicinity of Waterloo Regional Airport to help maintain and enhance the economic prosperity for which our community has long been recognized.

Other important components and actions which form part of this Strategy involve the preparation of urban design guidelines, the protection of unique heritage landscapes, and the pursuit of new and more environmentally friendly forms of housing and transportation. Through staged implementation and completion of the actions outlined on the following pages, the Region will be well-positioned to accommodate new growth and channel it to our best overall advantage.

Goals, Ongoing Initiatives & Immediate Actions

GOAL 1: Enhancing Our Natural Environment

Why?

- Provide safe, drinkable water
- Improve air quality
- Protect natural resources
- Protect food supply
- Minimize urban footprint
- Reduce energy consumption

Ongoing Initiatives

- Regional Forest Management Plan and implementation strategy
- Water Resources Protection Strategy
- Water Efficiency Master Plan and initiatives
- Protect significant functions of moraines in collaboration with the Grand River Conservation Authority (GRCA)
- Road Salt Reduction Management Plan
- Household waste reduction programs
- Air Quality Initiatives (e.g., Clean Air Plan and Emission Reduction Plan)
- Waste Reduction Master Plan

Immediate Action		2003	2004	2005-2006
1	Initiate a Regional Official Policies Plan (ROPP) amendment to designate new Environmentally Sensitive Policy Areas (ESPAs), Provincially Significant Wetlands (PSWs), and Environmental Protection Areas (EPAs) that have been identified	X		
2	Co-ordinate with the University of Waterloo and other partners to initiate a Regional-scale Energy Model to identify targets for future programs	X		
3	Collaborate with the GRCA, neighbouring municipalities, and the Province to adequately protect the role and functions of the moraine areas through increased source water protection	X		
4	Completion of a Greenlands Strategy		X	
5	Initiate a process to identify and protect Environmentally Sensitive Landscapes (ESLs)		X	
6	Collaborate with the GRCA and area municipalities to develop priorities for sub-watershed planning		X	
7	Develop urban design guidelines to assist in the implementation of RGMS priorities, such as the Central Transit Corridor and the countryside line, and revise the ROPP and development approval conditions accordingly		X	
8	Work with area municipalities to implement a Development Permit System (DPS) to further protect groundwater resources		X	
9	Investigate the potential for more environmentally-friendly development in urban areas			X

Context of Immediate Actions	
1	A key component of the ROPP is to continue to protect existing high-quality environmental areas. Designation of the natural areas which have recently been identified as meeting ESPA, PSW or EPA criteria will provide for their appropriate protection. These natural areas will be incorporated into the Greenlands Strategy as part of the broader Greenlands Network.
2	The Region has begun discussions with local and national partners, including researchers at the University of Waterloo, the University of Regina, the Adaptations and Impacts Research Group of Environment Canada, and other area municipalities, to construct a comprehensive Regional Energy Model. This model will help decision-makers understand the energy resources our community uses and the kinds of impacts that energy choices have on our environment and economy. This project will include consultations with local utilities, fuel retailers, transportation and land use planners, and other experts from our Region's diverse community.
3	Moraines serve an important function in maintaining the overall water balance and ecological health within the Grand River watershed. While these moraines may lie in one jurisdiction, the areas served by their groundwater recharge functions may lie in another. As a result, it is important that all jurisdictions within the watershed cooperate in programs and policy development to protect the features and functions associated with moraines. The Province's proposed source water protection programs will require all of us to work together to protect water, not only for our use, but also for the use of those downstream. The Region will participate in the development of such programs to ensure our actions, and those of our neighbours, provide for the level of source water protection required for the maintenance of a high-quality water supply and the overall health of the environment.
4	The main goal of the Greenlands Strategy is the identification and protection of significant natural features and their linkages, ensuring proper connectivity. Through the completion of a Greenlands Strategy, the Region will be ensuring the protection of natural ecosystems at a scale where the ecosystems can maintain themselves and remain open to continuing evolution.
5	The existing ROPP acknowledges the importance of protecting the natural habitats, ecological functions and links among four ESPAs located within an ESL in the northwest part of the City of Waterloo. A comprehensive study will be undertaken to identify and recommend measures to protect other clusters of significant environmental areas within the Region which would qualify as ESLs
6	Since the early 1990s, the Province, the GRCA, the Region, and the area municipalities have partnered to ensure the completion of sub-watershed plans to support the designation of significant new areas of development or redevelopment. The purpose of these plans is to define the hydrologic and, more recently, the hydrogeologic functions within the sub-watershed that support environmental features such as fisheries, wetlands, discharge areas, locally significant natural areas, and ESPAs. Through these plans, constraint areas, associated buffers, water quality criteria, and water balance requirements are defined to protect such features from development. The completion of these plans requires the dedication of significant agency resources and need to be coordinated in order to ensure they are completed in order of priority.
7	This action involves the promotion of sophisticated urban and architectural design to ensure that the principles of 'Smart Growth' are being implemented. Through such guidelines, compatibility, consistency, and improved aesthetics adjacent to the countryside line and the CTC can be ensured.
8	The primary purpose of implementing a DPS within the Region is to provide for the installation and long-term maintenance of structural best management practice by new and expanding industry. A DPS replaces zoning and site plan control and can only be implemented at the area municipal level. The implementation of a DPS could also be an effective tool to facilitate the redevelopment of brownfield sites.
9	The Region will help coordinate interested parties and agencies in the establishment of more environmentally-friendly urban development to determine the effectiveness of such ventures and the feasibility of broader application in the future.

GOAL 2: Building Vibrant Urban Places

Why?

- Promote successful downtowns
- Create safe communities
- Provide housing choice
- Respect diversity of cultures
- Maintain built heritage
- Provide balanced live/work opportunities
- Encourage new investment in existing urban areas

Ongoing Initiatives

- Regional Development Charge (RDC) exemptions for core areas to encourage downtown redevelopment
- Identification of Sites of Regional Heritage Significance
- Community Safety and Crime Prevention Council Initiatives
- Affordable Housing Strategy
- Arts, Culture, and Heritage Master Plan
- Partner in Community University Research Alliance (CURA)
- Partner in Mid-sized City Research Center initiative
- Healthy Communities Projects
- Food Access Mapping
- Violence Prevention Programs
- Regional property tax class for new multi-residential development

Immediate Actions		2003	2004	2005-2006
1	Work with area municipalities to implement reurbanization strategies including; <ul style="list-style-type: none"> a. City of Waterloo's Height and Density Study b. City of Kitchener's EDGE Program c. City of Cambridge's Areas in Transition Policies 	X		
2	Complete Community Action Plan for Housing and Implementation Strategy		X	
3	Initiate the preparation of a Brownfield Redevelopment Strategy building on area municipal and provincial initiatives, including investigation into the use of Tax Increment Financing (TIFs) to facilitate contaminated site clean-up		X	
4	Investigate the use of RDC incentives to encourage reurbanization		X	
5	Develop policies to ensure the provision of mixed-uses, urban open-spaces, urban agriculture, and ensure civic security			X
6	Conduct an urban cultural heritage landscape assessment		X	

Context of Immediate Actions

1	<p>These strategies are local initiatives which deal with various aspects of reurbanization. The Waterloo study focuses on accommodating increased residential densities within the built environment. The EDGE program is an incentive-based program aimed at providing incentives in selected areas to achieve planning objectives, including heritage protection, node and corridor development, and brownfield redevelopment. The City of Cambridge's Areas in Transition policies recognize the need to provide for the introduction of sensitive uses into areas they may not otherwise be permitted as a means to facilitate the reurbanization of older industrial areas. Combined, these strategies provide an excellent beginning to what should ultimately be a comprehensive reurbanization strategy which focuses much of the new growth within the CTC and other nodes and corridors through the adaptive reuse of vacant or under-utilized lands. Staged implementation plans will be important components of the reurbanization strategy if the goals of the RGMS are to be achieved.</p>
2	<p>The Community Action Plan for Housing will analyze the housing need and demand in Waterloo Region. It will identify actions to increase housing choice to meet the diverse housing needs of the community, now and into the future. The Plan will encourage housing form and density affordable to all income levels and ages. It will also encourage reurbanization as an effective means to create a supply of new housing units.</p>
3	<p>Brownfields are obsolete, underutilized, or abandoned industrial lands which are often contaminated as a result of historical industrial activities. Brownfields are generally located adjacent to core areas and inner-suburban areas in our Region's cities and settlement areas. These sites have significant potential for reurbanization. The Brownfield Redevelopment Strategy, which would build on local and provincial initiatives, would guide public investment and provide advice/assistance in redevelopment activities. The proposed Strategy would also stimulate private investment in brownfield areas by streamlining the development review process and making the development cost-efficient. Since financial assistance is usually required in brownfield properties to mitigate the environmental damage caused by historical industrial activities, the Region will investigate the use of TIFs and other incentives to make the risk/reward relationship associated with brownfield redevelopment more inviting to both the local development industry and outside investors. Such initiatives are in the public interest as they can stimulate private sector investment. This can lead to the recycling of abandoned or underutilized industrial properties into the type of innovative living/office spaces which will be critical elements in the future revitalization of our downtowns.</p>
4	<p>The RDC By-law allows for collection of funds on new development, based on the provision of new services and infrastructure. Currently, the By-law exempts payment of funds in the downtown core areas. Consideration could also be given to using mechanisms such as exemptions, deferrals, or reductions to promote development within specific areas. These could include the CTC, nodes and corridors, focused reurbanization zones, or brownfield sites. There should also be investigation of the use of a system of "graduated" development charges, which result in reduced rates where development helps to maximize the use of existing services, rather than creating the need for new ones. This could result in lower charges closer to the core areas than in new greenfield areas, thus providing additional incentive for reurbanization.</p>
5	<p>Developing policies to facilitate, encourage, and in some cases require more innovative, attractive, high-quality urban design, can make for more livable communities. The consideration of human-scale and civic security in the reurbanization of the community will also result in the creation of a vibrant urban environment. The presence of urban open spaces and urban agriculture will help to establish a sense of place and maintain the quality of life enjoyed in Waterloo Region.</p>
6	<p>The Region of Waterloo and the area municipalities collectively share responsibility for the conservation of significant built heritage resources and cultural heritage landscapes. The Regional Heritage Planning Advisory Committee (HPAC) is completing an inventory of built heritage resources and identifying resources of Regional significance. This inventory builds on work undertaken by the Local Architectural Conservation Advisory Committees to identify and protect built heritage under the provisions of the Heritage Act. What remains to be completed is the identification and assessment of areas valued by the community and of significance to the understanding of history and place. By identifying and assessing these cultural heritage landscapes, there is opportunity to encourage good stewardship of the land, sites, and structures to ensure the unique character of our community is conserved.</p>

GOAL 3: Providing Greater Transportation Choice

Why?

- Improve access to jobs and services
- Balance transportation system
- Improve transit service
- Integrate different transportation modes
- Improve air quality
- Increase physical activity
- Enhance cycling facilities
- Create more pedestrian-friendly environments
- Maximize efficiency and effectiveness of road network

Ongoing Initiatives

- Regional Transportation Master Plan (RTMP)
- Transportation Demand Management (TDM), including educational and employer partnership programs
- Cycling Master Plan
- Airport Master Plan
- Implementing Transit Service Enhancements (e.g., Grand River Transit 5-year Business Plan)
- Implementing Specialized Transit Service Enhancements (e.g., Mobility Plus 5-year Business Plan)

Immediate Actions		2003	2004	2005-2006
1	Project planning and business plan development to provide for the implementation of a higher-order transit system	X		
2	Amend the ROPP to establish policies which facilitate the increased use of transit and cycling facilities, and pedestrian movement through the development approval process		X	
3	Facilitate partnerships in "Location Efficient Mortgage" (LEM) lending initiatives		X	
4	Investigate alternative financing options to fund major transportation infrastructure projects		X	

Context of Immediate Actions	
1	One of the key initiatives identified through the Strategy Development process has been the need to establish the CTC, anchored by a higher-order transit system using LRT technology. While various studies have been completed which identify the need for a higher-order transit system to facilitate the reurbanization objectives, much work remains to be completed to ensure the planning and financial aspects of such an undertaking are clearly understood. Accordingly, a comprehensive project plan, complemented by multi-stage financial plans, is being developed to guide the implementation of this initiative.
2	While the current ROPP acknowledges the need for providing alternatives to the automobile, it provides little substantive direction to facilitate the increased use of transit, cycling, and pedestrian movement. An updated ROPP will build on the directions provided through the RGMS, the Transportation Master Plan, and the Cycling Master Plan. In the accompanying implementation guidelines to the ROPP, and in our capital forecasts, we need to identify transit and cycle/pedestrian corridors and identify the infrastructure projects necessary to support the overall transportation network. Also, we need to ensure solid links exist between land use and transportation planning decisions across the Region.
3	LEMs are reduced-rate mortgages that could be offered to persons who purchase homes in proximity to areas where goods, services, and employment are readily available, or there is easy access to public transportation. Through such partnerships, lending institutions, in cooperation with interested parties, provide lower mortgage rates within such areas, thereby generating increased investment. Eliminating reliance on private automobiles can reduce transportation expenses thereby increasing the ability of people to purchase homes. Reurbanization within the CTC would provide prime locations for the implementation of LEM programs.
4	The development and maintenance of efficient and effective transportation infrastructure are important functions that contribute to the economy and identity of Waterloo Region. Currently, funding is being sought for the implementation of a higher-order transit system to anchor reurbanization within the CTC. As part of this process, alternative forms of financing and various partnership arrangements with senior levels of government, area municipalities, private agencies, and corporations are being investigated.

GOAL 4: Protecting Our Countryside

Why?

- Maintain distinct rural communities and landscapes
- Preserve agricultural land
- Encourage local food production
- Recognize uniqueness of Mennonite and Amish cultures

Ongoing Initiatives

- “Buy Fresh, Buy Local” Initiative
- Rural Health Study
- Rural Mixed-Use Cluster Implementation
- Township Growth Strategy Implementation
- Nutrient Management Strategies
- Rural Water Quality Program
- Rural Well-Water Quality Testing
- Healthy Communities Projects

Immediate Actions		2003	2004	2005-2006
1	Initiate a ROPP amendment to incorporate the countryside line concept	X		
2	Develop design criteria to provide for the implementation of the countryside line		X	
3	Investigate legal mechanisms to ensure preservation of prime agricultural land		X	
4	Explore the possibility of developing a Regional Agricultural Strategy in conjunction with the area municipalities, agricultural agencies, and farm commodity groups			X
5	Conduct a rural cultural heritage landscape assessment		X	

Context of Immediate Actions	
1	The countryside line would provide a distinct demarcation between rural and urban land uses and help to ensure the rural area's continued use for agriculture. The permanent countryside line would also protect prime agricultural lands from land-use conflicts and fragmentation. This firm boundary will be incorporated into the ROPP.
2	The implementation of a permanent countryside line would ensure the design of the urban boundary neither promotes nor anticipates future development on the rural side of the line. The criteria to implement the countryside line would be established in cooperation with area municipalities, agencies, stakeholders, and the public.
3	The ROPP has a long history of preserving agricultural land and land resources to support a viable agricultural community. Legal mechanisms, such as agricultural or conservation easements, may provide opportunities to complement the commitment in the ROPP and ensure the preservation of prime agricultural land. The establishment of such easements could help ensure the land remains available for agricultural purposes in perpetuity while still maintaining private ownership.
4	A Regional Agricultural Strategy would enhance planning for a strong agricultural base, producing a wide variety of agricultural products, and focusing on local food production. By collaborating with the area municipalities, agricultural agencies, and farm commodity groups, the Regional Agricultural Strategy would address actions to ensure the long-term viability of our agricultural resources and protect the unique character of rural communities.
5	One of the keys to heritage and cultural preservation is the development of an understanding of the history of the people and the role culture has played in the development of the community. Through the completion of a cultural heritage landscape assessment we can identify and protect portions of our community which have been altered by human activity, yet which are valued for the role they play in defining and illustrating the history of the rural residents. Of particular interest in such an assessment would be the Mennonite and Amish communities.

GOAL 5: Fostering A Strong Economy

Why?

- Ensure a diverse economic base
- Provide opportunities to live and work in the Region
- Maintain competitive advantage to attract new investment and skills
- Support public programs and services
- Increase employment opportunities and prosperity

Ongoing Initiatives

- Provision of infrastructure
- Food and Economy Study
- Partners in Canada's Technology Triangle (CTT)
- Quality of life policies and programs
- Business Water Quality Program
- Mentoring, partnerships, and instruction with Conestoga College, Wilfrid Laurier University, and University of Waterloo
- University of Waterloo Research and Technology Park

Immediate Actions		2003	2004	2005-2006
1	Participate in a Regional Economic Development Strategy Task Force	X		
2	Form the necessary partnership to develop east side employment lands		X	
3	Partner in the development of Accelerator Centre at University of Waterloo Research and Technology Park		X	

Context of Immediate Actions	
1	The goal of this Task Force would be to develop a strategy to provide for adequate employment opportunities and to focus economic development activities in sectors which support the unique character of our communities. A strong economy is essential to maintaining the high quality of life enjoyed in Waterloo Region. Through improved policy and project coordination between levels of government and the private sector, it is expected that the Region will attract new business, maintain and improve its competitive advantages, and enhance its fiscal stability through economic diversification.
2	The east side of the Grand River represents a significant opportunity for development. The range and complexity of planning, development, and servicing issues calls for a coordinated, partnership-based arrangement. It will be necessary for the Region to take the lead in order to create the necessary partnership to facilitate the development of key infrastructure (e.g., Grand River Trunk) and to establish cost-sharing arrangements.
3	Partnering in the development of the Accelerator Centre will provide a solid foundation for the development of new business and enterprise, thus attracting and keeping expertise, innovation, and sound management in Waterloo Region. Supporting entrepreneurial initiatives through a specialized centre for technology will help maintain and improve the Region's competitive advantage.

GOAL 6: Ensuring Overall Coordination and Communication

Why?

- Create flexibility with regard to the Region's implementation roles
- Coordinate RGMS with other Regional initiatives for operational efficiency
- Evaluate and monitor the progress of the RGMS
- Coordinate effective communication of the RGMS both internal and external to the Region
- Ensure strong linkages between RGMS initiatives and complementary human service planning initiatives
- Acknowledge that a diverse array of partners are required to effectively implement RGMS related actions

Ongoing Initiatives

- Initiatives to secure new federal/provincial funding and legislation to advance RGMS principles
- RGMS communication, awareness, and education
- "Report to the Community" publication
- Partner with CURA
- Partner in the Mid-sized City Research Centre
- Formal and informal networking and dialogue

Immediate Actions		2003	2004	2005-2006
1	Finalize coordinating framework for implementation of RGMS and higher-order transit initiatives	X		
2	Prepare an implementation strategy to coordinate RGMS planning, finance, transportation engineering, and healthy environment initiatives	X		
3	Link RGMS with complementary human service planning initiatives	X		
4	Prepare a Human Services Strategic Plan		X	
5	Update Master Plans based on RGMS		X	X
6	Prepare a new ROPP based on RGMS			X
7	Develop benchmarks to monitor implementation of RGMS			X

Context of Immediate Actions	
1	There is a need to more closely coordinate and link the delivery of various aspects of the RGMS with related initiatives, including higher-order transit. The intricacies of the administrative relationships, the importance of time sensitivity, the corporate nature of the initiatives, and the 'across the organization' involvement and impacts will require that two inter-departmental Senior Management Teams be established to ensure coordination of effort.
2	The RGMS is a corporate initiative that will affect, and be affected by, the operations and activities of several Regional departments. Accordingly, a RGMS implementation strategy will clarify and communicate roles, responsibilities, resource requirements, staging, and priorities of programs and projects required to successfully implement the RGMS.
3	Growth management and other land-use planning cannot be divorced from human services planning. Implementation of the RGMS will need to be linked with complementary human service planning initiatives, such as the Community Homelessness Plan, the Healthy Communities Report, and emergency services planning.
4	The proposed Human Services Strategic Plan will foster viable sustainable communities across the Region. This Strategic Plan will identify indicators, address quality of life issues, encourage neighbourhood interaction, and provide a framework to complete community studies on a diversity of issues.
5	Master Plans, such as the Wastewater Master Plan and the Transportation Master Plan, are updated at regular intervals. Updates to these plans will be required based on the RGMS. These updates will provide the technical background for the preparation of a new ROPP.
6	The last comprehensive review of the ROPP was undertaken in the early 1990s. This review resulted in the approval of a new ROPP by the Ministry of Municipal Affairs and Housing in December 1995. The RGMS will provide the conceptual basis, principles, and planning framework for the preparation of a new ROPP for Council's consideration within the next term of Council.
7	Continuous and regular monitoring and evaluation of the RGMS and ROPP will be necessary to ensure the relevance and responsiveness of goals, objectives, and policies. Indicators will be developed to support the monitoring and evaluation processes. Benchmarks and thresholds will be identified as important means of signaling RGMS performance.

Council Resolution

On June 25, 2003, Regional Council unanimously approved the final Regional Growth Management Strategy which will guide the Region into the future.

THAT the Regional Municipality of Waterloo approve the following with regard to "Planning Our Future – Regional Growth Management Strategy", as outlined in Report P-03-055, including Attachments #1 and #2, dated June 25, 2003:

- a) That Report P-03-055, Planning Our Future -Regional Growth Management Strategy, be received;
- b) That the Regional Growth Management Strategy, as outlined in Report P-03-055, as amended, including Attachments #1 (Map) and #2 (Immediate Actions), be approved as the final Regional Growth Management Strategy;
- c) That the stakeholders involved in the process be forwarded a copy of the final Regional Growth Management Strategy;
- d) That appreciation be extended to the Regional Growth Management Strategy Steering Committee members for their participation and that the members be forwarded a copy of the final Regional Growth Management Strategy; and
- e) That a copy of the final Regional Growth Management Strategy be forwarded to the Minister of Municipal Affairs and Housing as Regional Council's response to the Province's "Smart Growth" initiative.

Motion carried unanimously, as amended at June 25, 2003 meeting of Regional Council.