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

Cambridge Council: D. Craig, N. Ermeta, K. Kiefer, F. Monteiro, D. Reid, P. Wolf


North Dumfries Council: B. Benninger, R. Deutschmann, S. Foxton, G. Taylor


Wellesley Council: R. Kelterborn, J. Olender

Wilmot Council: L. Armstrong, A. Junker, M. Murray, P. Roe

Woolwich Council: M. Bauman, B. Bryant, J. Herteis, A. Poffenroth

*Mayors are shown in attendance for both Regional Council and their own Council due to quorum requirements.


Welcome

Chair Ken Seiling welcomed everyone.

Rapid Transist

Thomas Schmidt, Commissioner Transportation and Environmental Services, Region of Waterloo appeared before the All Council meeting to provide an update and overview of the Rapid Transit project.

A copy of this presentation is appended to the original minutes.

T. Schmidt reported that the project was on schedule and on budget and that Darshpreet Bhatti was the new Director of the Rapid Transit division. He provided information on the following:

- Why the Region undertook this project, its goals, and objectives
- Success indicators, milestones to date and Provincial funding
- Proposed routes, ridership and improvement of transit services
- The positive impact Rapid Transit is having on development
• Procurement and Request for Proposal (RFP) process and timeline for the Bus Rapid Transit and Light Rail Transit (LRT)
• LRT Vehicle Procurement
• Systems and station stops as well as ticket vending for both systems
• Ongoing initiatives regarding Canadian National Rail, utilities and relocations, operations and maintenance, traffic operation

In closing, he reviewed the next steps for the project, public consultation and major milestones for 2013.

Members posed questions to T. Schmidt regarding the transit service for Cambridge and Kitchener and the role of the community in design of station stops.

**Creative Enterprise Enabling Organization (CEEO)**

Heather Sinclair, Chief Executive Officer, CEEO appeared before the All Council meeting to report on the organization’s initiative.

A copy of this presentation is appended to the original minutes.

H. Sinclair explained the CEEO mission and background. She advised that there are three areas of focus to:
  o Secure new investment from all three levels of Government and private investment;
  o Drive capacity building through Creative Enterprise Initiative (CEI) speed dating, road show, workshop Wednesdays, mentor program;
  o Invest back into twelve initiatives in the Region and the CEI Studio.

H. Sinclair explained the funding issues they have faced and the improvements they are working on. She reviewed testimonials from businesses on the impact the programs have on sustainability within their organizations and the improvements made to their website. H. Sinclair reviewed the 2011 budget and the Creative Enterprise Initiative studio located on Erb Street and what they are doing there. She indicated that their focus in 2013 is delving further into the same areas and are looking for significant organizations which are critical for the branding and overall cultural flavor of the Region.

H. Sinclair responded to member's inquiries about the local Chamber involvement, including all sectors of the economy and whether some organizations might fit into their initiative.

**Emergency Services Dispatch**

Larry Gravill, Chair, Emergency Services Dispatch Working Group, provided an update on emergency services in the Region.

A copy of this presentation is appended to the original minutes.

He gave an update on the Dispatch Model Review Working Group 2008. Public safety leaders across the Region continued to investigate and review and the result is a fully integrated and consolidated system. He reviewed the recommendations from the helicopter crash, November 2011-January 2012 report. L. Gravill explained the consolidation which would benefit the Region with faster emergency response times; enhanced interoperability and co-ordination;
increased safety for emergency responders; more consistency with standardized call handling and dispatch protocols; and equipment, technology and training. He spoke about the challenges in labour relations and staffing with the co-ordination of emergency services. In closing L. Gravill advised that they are working to have an implementation plan prior to the 2014 Budget.

Members thanked the team and commented about all Council’s role in the project and desired location for the facility.

Infrastructure

Berry Vrbanovic, City of Kitchener Councillor, provided an update on the Federation of Canadian Municipalities federal Long-Term Infrastructure Plan (LTIP).

A copy of this presentation is appended to the original minutes.

B. Vrbanovic explained that the LTIP aims to resolve the country’s infrastructure problems resulting from a sustained national underinvestment and short-term ad-hoc programs over the last two decades. He reviewed the issues, the LTIP fund initiatives, and how it would benefit the Region and lower tier municipalities within the Region. The LTIP proposal includes: funding matching from three levels of government; core economic infrastructure; expand private sector role; better asset management; fast, efficient role out; affordable and sustainable; secure, predictable funding; renew/protect recent investments; meet national challenges i.e. traffic gridlock, wastewater regulations, and extreme weather. He noted that he anticipates a new infrastructure funding initiative for the 2014 construction. In closing, B. Vrbanovic encouraged members to get involved in the issue and highlighted some events taking place.

Members thanked the FCM for their efforts and posed questions to B. Vrbanovic regarding the federal government’s willingness and the measurability of the initiative.

Waterloo Region Tourism Marketing Corporation (WRTMC)

Mark Bingeman, President, and Tracey Desjardins, General Manager, WRTMC, gave an update on the organization.

A copy of this presentation is attached to the original minutes.

They explained the board structure, mission and vision, tourism in Waterloo Region statistics, where WRTMC money is spent, comparatives to other municipalities and website interest. They highlighted 2012 successes and the improvements to their website www.explorewaterlooregion.ca and advised that they are launching a French website early in 2013. They showed numerous web pages indicating the culinary efforts and marketing. T. Desjardins reviewed the 2013 focus, priorities and opportunities on driving new business, increasing overnight stays, branding and imaging awareness, cluster products, public relation efforts, and to expand on culinary efforts.

Members complimented the group’s efforts.
Canada’s Technology Triangle (CTT)

John Jung, Chief Executive Officer, provided an update on CTT.

A copy of this presentation is attached to the original minutes.

J. Jung gave the background of the organization and explained the 5 Year Action Plan (2011-2015) with a core focus on foreign direct investment. He provided an overview of the organization’s interaction with international companies and how they bring and support new companies in the Region. J. Jung highlighted the impacts the CTT has in the Region and the CTT missions assisted abroad in 2011 and 2012. He explained how and where they interact with international companies; the key sectors; cluster breakdown of opportunities; performance measures and success of the organization. In particular, he reviewed the successes of Rimowa, Google, and Schoeck. He explained that CTT operates on limited resources and reviewed their budget and funding.

Helen Jowett, Chair, CTT Board of Directors, explained how they encourage companies to set up here in the Region. She indicated that in 2013 they will focus on the product, find shovel ready employment lands, and explore ways to remove hurdles for new companies.

B. Halloran, as an honorary CTT Board member, explained the many groups CTT participates with and the key community leaders involved.

J. Jung responded to questions from members regarding how they prioritize and target industries, and leverage and pool resources.

General Discussion/Closing Comments

K. Seiling thanked everyone for their exciting presentations and the collaborative work that is being done in the Region.

Adjourn

The meeting adjourned at 4:24 p.m.

REGIONAL CHAIR, K. Seiling

COMMITTEE CLERK, J. Reid
Region of Waterloo

All Council Meeting

Waterloo Region Museum

Wednesday, December 12, 2012
Region of Waterloo

Rapid Transit Update
Project Goals & Objectives

- **Rapid Transit will...**
  - Shape the Community
  - Move People
  - Create Transportation Choice
  - Manage Urban Growth
  - Protect our Countryside
  - Better the Environment
Success Indicators & Priorities

Indicators of Success

• Protect businesses
• Community engagement
• Build for the long term
• Ridership growth
• Urban development
• On-time & on-budget

Priorities for 2013

• Procurement process
• Utility relocations
• Public consultation
• Adjacent land use development
• Mitigate impacts on residents, businesses & events
Major Milestones – 2012

- LRT Procurement & Delivery Option Identified (February)
  - Design, Build, Finance, Operate and Maintain (DBFOM) model
- Transit Project Assessment Completed (May)
  - Federal/Provincial Notice to Proceed
- Vehicle Procurement Strategy (June)
- Land Acquisition (August)
  - Authorization to Expropriate Phase I & II Lands
  - Plan for Expropriation Registered (November)
- Retained External Advisors
  - GEC (April); Fairness Monitor & Legal, Procurement (August); Finance & Branding (October)
GRT – Overall Ridership Growth

Region becomes responsible for transit service
iXpress – Ridership Growth

iXpress Weekday Average Boardings

- 200 iXpress
- 201 iXpress

Shaping the Community

- Where development is happening
  - 2011: 55% of all units built (1,826) were constructed within Built Up Area
  - Places to Grow Target: 40%
  - 70% of Industrial Commercial and Institutional (ICI) development was in the Built Up Area
  - Overall development has not diminished
Development Along the Corridor

Waterloo office project spurred by light rail line

Tannery building a jewel in high-tech hub

Old neighbourhood waits for light rail

NCR redevelopment may move forward
New/Recent Developments

Bridgeport 42
Waterscape
The Barrel Yards
The Tannery
One Vic
Red Condos
Rapid Transit – Procurement Process

- **Request for Qualifications**
  - Seven interested bidders
  - Staff currently reviewing bid documents
  - Three short-listed teams to be identified in early-2013
RFP Process

- Request for Proposal Process
  - On-going development of all RFP and Project Agreement Schedules
  - Council Report outlining RFP process & key decision points (2013)
- RFP Released: Spring 2013
  - Weekly confidential commercial and technical meetings with three short-listed teams
- Construction begins: mid-2014
- LRT Operations: 2017
LRT Vehicle Procurement

- Vehicles outside the DBFOM
- On-going discussions with Metrolinx
  - Piggy back on existing contract for Bombardier vehicles
  - Staff reviewing and negotiating the technical and commercial aspects of the contract
  - Final recommendation to Regional Council in early-2013
Station Stops – aBRT & LRT

- All Station Stops will Share a Set of Common Elements
  - Functional: Ticket Vending Machines, Passenger Information Displays
  - Recommended: System-wide Map, Bike Racks
  - Customized: Landscaping, Public Art, Overall Themes
  - **aBRT Station Stops:** designed and built by the Region
  - **LRT Station Stops:** designed and built by the DBFOM Consortium

- Station Stop Concepts
  - Presented to staff this week; Public consultation in early-2013
  - Discussions to focus on common elements and next steps
  - **aBRT Station Stops:** Final design to Regional Council in 2013
  - **LRT Station Stops:** Further public consultation during 2013
Transit Integration

- **Goals**
  - Seamless, efficient & easy-to-use transit system
  - Attract choice riders
  - Elevate experience for current users

- **On-going Discussions**
  - System-wide operations
  - GRT network redesign
  - Expand iXpress service
  - Phase in an aBRT launch
  - Common fare payment system
Rapid Transit Team

Staffing

- Darshpreet Bhatti named Director
- New additions
  - Liviu Cananua – Solicitor, Property
  - Pauline Dubois – Legal Assistant, Property
  - Derick Finn – Senior Project Manager, Signals & Systems
  - Sam Inchasi – Manager, Project Coordination
  - Kimberly Moser – Manager, Community Relations
  - Adolfo Plaza – Property Agent
  - Mireya Rodriguez – Manager, Finance & Controls
  - Reza Sohrabi – Project Engineer, Vehicles
On-Going Initiatives

- **CN Rail**
  - Continued dialogue with rail agency

- **Hydro One**
  - Currently designing for the Construction Tender (in 2013)

- **Utilities**
  - Identifying impacts and solutions, including schedules and cost-sharing
  - Developing operations and construction agreements

- **Operations & Maintenance**
  - Developing agreements for Regional and City roads

- **Traffic Operation**
  - Updating traffic analysis
  - Fine-tuning design where required
Next Steps

- **Stakeholder Consultation**
  - On-going discussions with City staff regarding utilities, design, station stops & overall project implementation

- **Property Acquisition**
  - In total: 100+ properties required – mostly front-yard slivers
  - Phase I requirements complete (one-third of total)
  - Phase II & III underway
  - Targeted Possession Dates

- **Finance**
  - Staff will update Region Council on value-for-money throughout the procurement process
Public Consultation

- **Brand Development**
  - Public Engagement on three short-listed names in early-2013
  - Final brand name by summer 2013

- **Community Engagement**
  - **RT Charter Meetings**: Steering Committee, Senior Management, Procurement, City Staff Working Group, etc.
  - **Overall Communications**: Rapid Transit Project Updates (Monthly), Region News, City/Region Staff Lunch & Learns, Speaker Series, etc.
  - **Business Outreach**: Regular communication with BIA's, Chambers of Commerce, Communitech, CTT
    - **2013 Events**: Walking Tours, Workshop Series, Joint Events, Tradeshow, etc.
Major Milestones - 2013

- **RFQ Process**
  - Three short-listed teams identified (January/February)

- **RFP Process**
  - RFP Issued (March/April)
  - RFP Closes (October)
  - Final selection (December)

- **LRT Vehicles**
  - Recommendation to Regional Council (early-2013)
Questions

For more information:

- 519-575-4757, ext. 3242
- rtinfo@regionofwaterloo.ca
- www.regionofwaterloo.ca/rapidtransit
Thank You
Major Milestones – 2012

✓ External Advisors
  - General Engineering Consultant – Parsons Brinckerhoff & Genivar (April)
  - Fairness Monitor – P1 Consulting (August)
  - Legal – Norton Rose (August)
  - Procurement – Infrastructure Ontario (August)
  - Finance – Deliotte & Touche (October)
  - Branding – Quarry Integrated Communications (October)

✓ Request for Qualification
  - RFQ closed (November 23)
Places to Grow

Percentage of Total Units Constructed in the Region within the Places To Grow Built Up Area

- **% of Units Constructed Inside the BUA**
- **P2G Target (40%)**
- **ROP Target (45%)**

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
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<tr>
<td>Percent</td>
<td>60%</td>
<td>55%</td>
<td>30%</td>
<td>45%</td>
<td>50%</td>
<td>45%</td>
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</table>
Figure 1: Total Value of New Construction, 2001-2011

Year

2001
2002
2003
2004
2005
2006
2007
2008
2009
2010
2011

Non-Residential
Residential

$'000's

0
200,000
400,000
600,000
800,000
1,000,000
1,200,000
1,400,000
1,600,000

447,870
570,765
588,735
601,533
605,618
491,518
472,318
521,680
546,938
870,124
575,164

289,986
276,747
308,825
241,527
332,227
336,259
484,908
329,095
700,877

Building for the Future
Design Modifications

- Modifications Required at 5 Locations
  - To ensure coordinated operations
  - Seamless, easy connections for GRT users
- Locations:
  - King Street/Allen Street
  - Caroline Street/Willis Way
  - Borden Avenue/Ottawa Street
  - Pine Street/King Street
  - Charles Street/Gaukel Street
- Details in the latest Rapid Transit Project Update (December 2012)
Modification Example

King Street/Allen Street

- Previous Station Stops
  - Two split, side-running stations
- Modified Station Stop
  - Single, centre-running station
  - Located at the signalized intersection at Allen Street
CEI RESULTS TO DATE
A Report to Stakeholders
December 12, 2012
WHAT IS CREATIVE ENTERPRISE INITIATIVE?

MISSION

To support extraordinary creative initiatives that make Waterloo Region a world-class place to live, work, play and stay.
WHAT IS CREATIVE ENTERPRISE INITIATIVE?

BACKGROUND

• Arose out of the Prosperity Council
• Social Enterprise model
• Operating 19 months of 10 year plan
• Region-wide focus
WHAT IS THE FOCUS FOR CREATIVE ENTERPRISE INITIATIVE?

THREE areas of focus:

- #1 Secure new investment
- #2 Drive capacity building
- #3 Invest back
FOCUS AREA #1

SECURE NEW INVESTMENT
CEI FOCUS AREA #1
RESULTS: SECURE NEW INVESTMENT

PUBLIC INVESTMENT

Municipal 2010-2014
- 3 years $189K avg annually to CEI
- 3 years dollar per capita direct to community $730K avg
- 4th year in progress

Provincial 2011-2013
- 3 years OTF $75K annually to CEI
- 4th year in progress CEI and region-wide 112K

Federal 2013
- In progress
CEI FOCUS AREA #1
RESULTS: SECURE NEW INVESTMENT

PRIVATE INVESTMENT

CEI LEADERSHIP COUNCIL

- 17 investors (growing)
- 3 year commitments 2012 to 2014
- Net 255K annually / 765K total
- Target:
  - 50 additional private sector investors 2012/2013
  - $ 1 million net annual
FOCUS AREA #2

CAPACITY BUILDING
CEI FOCUS AREA #2
RESULTS: CAPACITY BUILDING

CEI Speed Dating
CEI FOCUS AREA #2
RESULTS: CAPACITY BUILDING

CEI KW Chamber of Commerce & Group Benefits
- 30 new members ++

CEI Road Show
- Across the region
- 150+ creative entrepreneurs & organizations

CEI Workshop Wednesdays
- Social media, marketing, CRA and tax law for not-for-profits
- Fundraising, business + creative = success case studies

CEI Mentor Program
- Enterprise Canada PR Agency / Tourism
- Grant Writing
- Revenue Optimization Program
CEI FOCUS AREA #2
RESULTS: CAPACITY BUILDING

CEI MENTOR PROGRAM

REVENUE OPTIMIZATION TRAINING

- "Kitchener Blues Community Inc. benefitted greatly from the workshops in the areas of marketing, market research, audience development and sponsorship strategy. ...able to immediately translate our consultations into greatly improved audience survey questions and techniques that we employed during the 2012 Festival with good results...... information and insights are informing our future audience development, marketing and sponsorship strategies."

Rob Deyman
"In 2011 CAFKA presented CEI with a plan to add a part-time development assistant to our organisation. CEI not only helped us to add this part-time position, but also provided expert guidance in development.... We were introduced to a comprehensive, integrated revenue strategy that we have since been able to use to identify important next steps and to chart a solid path of organizational development."

- Gordon Hatt
"Working with Enterprise Canada enabled us to build additional awareness for KOI Music Festival in emerging markets like Toronto. CEI brought us a national public relations firm that was able to secure additional press for the festival. It was a pleasure and very easy to work with both organizations and we would do so again in a heartbeat."

- Cory Crossman
FOCUS AREA #3:

INVEST BACK
CEI FOCUS AREA #3
RESULTS: INVEST BACK

$50,000 direct investment into twelve initiatives

- Arts Education Initiative
- CAFKA
- Canadian Clay & Glass Gallery
- Grand River Film Festival
- Kitchener Blues Festival
- Kwartz Lab
- Lost & Found Theatre
- Maxwell’s Music House
- McDonald Art
- The New Quarterly
- Uptown Waterloo Comedy Festival
- Uptown Waterloo Jazz Festival

Results to date:
- $22,000 net new revenues from 5 organizations to date
- est. $20K annual recurring revenues 2013 onward
Kwartz Lab

"Kwartzlab increased membership from 27 to 43 members, providing an additional $800/month revenue. Prior to investment memberships had not increased in 6 months. The lasercutter allowed Kwartzlab to create fundraising tool of a Tardis model kit which has raised an additional revenue of $200."

– Kwartzlab
TD Kitchener Blues Festival

- "Funding from CEI enabled the Board of Kitchener Blues Community Inc. to retain professional expertise to prepare a three year Strategic Plan to provide for the ongoing sustainability and future growth of the Festival and related activities. " - Rob Deyman

- Key actions include.... ensuring a sustainable staff model, enabling effective volunteer sub-committees and Board governance infrastructure, building of a sufficient cash reserve from diverse revenue sources to mitigate risk and developing more strategic multi-year partnerships with sponsors and industry partners to mutual benefit.
CEI FOCUS AREA #3
RESULTS: INVEST BACK

Maxwell’s Music House

- Grew from 1 to 3 schools
- Reached 150 students
- Asked to return and expand to two more schools and add 100 students
- Instruments also used for existing music school and to expand summer Rockstar Camp program

"Maxwell's Music House has been able to generate over $5,000 in additional revenue as a direct result of CEI's investment into our company, and we anticipate that number to increase to over $10,000 by the end of 2013." – Paul Maxwell
A Creative Enterprise Initiative.

Coming Soon.
Delectus Mustache Polaroid Helvetica Wayfarers Tempor

Occaecat pickled odio freegan occupy mlkshk
Yr Cosby sweater cillum single-origin coffee messenger bag echo park. Labore mumblecore veniam accusamus, swag mcsweeney’s artisan duis scenester... Read more
Posted by Thomas Cermak

Post-ironic odio mollit swag minim
Ghostly International presents Matthew Shlian Vimeo Cupidatat
Sunday, September 30th, 2012

**Pinterest bespoke cred swag**
Ea delectus occaecat dreamcatcher Cosby sweater cillum, aliquip you probably haven’t heard of them. Occupy thundercats mustache, ullamco American...

- 7:00 pm

Saturday, September 29th, 2012

**Occaecat pickled odio freegan occupy mlkshk**
Yr Cosby sweater cillum single-origin coffee messenger bag echo park. Labore mumblecore veniam accusamus, swag mcsweeney’s artisan dui scenester...

- 8:00 pm

**Letterpress tattooed lo-fi organic irony non nesciunt**
Aute commodo odd future est, four loko vegan esse typewriter
CEI FOCUS AREA #3
RESULTS: INVEST BACK

CEI STUDIO

- Affordable mixed-use studio space
- 3-5 year opportunity
- 30+ Applicants for 12 studios
- 2013 focus retail / event space
- 2013 focus mentoring & training
CEI STUDIO
CEI Year End Rap Up – first 19 mos

- CEI Investment Program
- CEI Leadership Council
- CEI KW Chamber Program
- CEI Speed Dating
- CEI RoadShow
- CEI Mentor Program
- CEI STUDIO
- CEI Createscape
- CEI Workshop Wednesdays
- CEI grandsocial.ca
SECURE INVESTMENT at $1.0 million+

- Estimate secure 50 new Leadership Council Members
- Secure provincial funding
- Explore federal pilot project funding
- For-profit business arm scenarios in discussion
CEI 2013 PRIORITIES

CAPACITY BUILDING

- Increase CEI KW Chamber membership from 30 to 75
- Expand CEI Workshop Wednesdays – relevant, impactful, responsive
- Expand Mentor Program to reach 25 organizations/individuals leveraging expertise
- Establish grandsocial.ca as a key place to find out what’s on & a key tool to market /promote / drive audiences locally & beyond borders
CEI 2013 PRIORITIES

INVESTING INTO SECTOR

- Continue focused investment in portal, social media tools to drive audiences

- Select game-changing activities/organizations to receive focused CEI risk-investment & mentoring for sustained period; track results, relevance & effectiveness
Emergency Services Dispatch

UPDATE

Chief Larry Gravill (rtd.)

December 12, 2012
Emergency Services Dispatch

Dispatch Model Review Working Group 2008

- Result of EMS Master plan of 2007

- Recommendations and updates provided to Councils in 2009, 2010

- Fire Services’ dispatching to be consolidated and then co-located with Police
Helicopter Crash, November 2011 – January 2012 Report

- One of the recommendations – Fire, Police, and EMS need a common dispatch model

- First step to have Police and Fire together

- EMS after the Ministry of Health comes on board
Dispatch Model Working Group Re-convened

- The Fire Chiefs from Cambridge, Kitchener, and Waterloo along with the Fire Chief from the Township of Wellesley Fire Department (representing the Township Fire Departments), EMS Chief, Police Chief, and the Regional Emergency Services Training Co-ordinator

- Urged to move forward with required investigation of options
Emergency Services Dispatch

Time Taken Has Resulted in A Better Direction

- Public safety leaders across the Region continued to investigate and review

- Have moved beyond a model that was segmented

- FULLY INTEGRATED AND CONSOLIDATED SYSTEM
Consolidation

- Rather than simply co-locating various dispatch agencies, consolidation brings all agencies together to form one fully integrated dispatch system.

- When seconds count, the dispatcher is the first responder in any emergency situation.

- Advancing technology and training issues are faced by all current systems.

- Consolidation reduces duplication and purchase of redundant systems.
Faster Emergency Response Times

- Main goal to get proper help in the shortest possible time

- Properly staffed centre provides quick answer to the 9-1-1 call, which assists in ensuring the overall response time is as quick as possible

- 9-1-1 communicators that are cross-trained reduces need to transfer call to dispatchers in another agency
Enhanced Interoperability and Co-ordination

- Interoperability is more than working across different technological platforms

- Human dynamics of interpersonal face to face communication and strong working relationships are important in a crisis or emergency situation

- The helicopter crash is an example where a consolidated environment would have allowed communications personnel to physically work together to solve the response issue
Safety for Emergency Responders Increased

- Information is the cornerstone of first responder safety

- Working from the same technology platforms, responders will have better access to critical safety information
More Consistency – Standardized Call Handling – Dispatch Protocols

- When emergency dispatch agencies manage calls in isolation – misinterpretation and slower processing times can occur

- 9-1-1 cascading information takes time

- Jointly trained personnel can eliminate call transfers

- Standardized protocols mitigate risk
Emergency Services Dispatch

Equipment – Technology – Training

- Communications equipment and technology are complex and expensive to own and maintain

- Multiple agencies on one common platform

- Mesh Police CAD and Fire CAD

- Benefits to training one set of employees on the same systems

- Impact of future technological change to one system makes financial sense

- Single back-up location required
Labour Relations

- One of the most difficult and challenging aspects to a fully integrated and consolidated dispatch centre relate to labour issues

- Current collective agreements will require effective information sharing and negotiation
Staffing

- The rate at which 9-1-1 calls get answered depends on WRPS staff at the PSAP (public safety answer point or 9-1-1 call ctr)

- Proper staffing is not just a police issue as it serves the whole 9-1-1 system

- Simply merging each agency’s staff together will not solve resource issues if already understaffed, although cross-training can mitigate the situation
Next Steps

- Over the next several months – develop an implementation plan that addresses: model selection, governance, and labour relations

- Then deal with technology, equipment, and facilities

- Goal to provide proposed cost and implementation plan in advance of the 2014 budget process

- Project Implementation Plan to each Council/Board for approval in 2013

- Continue to involve MOH representative
Next Steps

- Plan needs to anticipate provincial EMS support at some future point

- Region has provided impetus, but each municipal Mayor, Council, and emergency services leader needs to develop ownership

- Embrace the change

- Councils have an important role in approving a coordinated timeline
QUESTIONS
The Road to Jobs and Growth:
Solving Canada’s Municipal Infrastructure Challenge

Waterloo Region All-Council Meeting
December 12, 2012
Presentation outline

• The road to the federal Long-term Infrastructure Plan (LTIP)
• The roots of the problem
• FCM’s LTIP proposal
• Our Strategy
• What can you do?
The Road to LTIP

“...the Government will work with provinces, territories, the Federation of Canadian Municipalities and other stakeholders to develop a long-term plan for public infrastructure that extends beyond the expiry of the Building Canada plan...”

Federal Budget 2011, p. 99
The roots of the problem
Sustained national underinvestment

*Total Government Infrastructure Investment Relative to GDP*
The roots of the problem (cont’d)

Short-term, ad-hoc programs

• **1994**: A “jobs, jobs, jobs” stimulus program gets feds back into infrastructure game

• **1994 – 2004**: Federal government dips to ~$1B/year thru series of short-term, application-based programs; infra deficit grows

• **2005**: Gas Tax Fund sets new bar – predictable, and 5 year term

• **2007**: new government introduces 7 year, $33B Building Canada Plan

• **2008**: Gas Tax Fund made permanent

• **2009-10**: $10B Economic Action Plan cements federal-municipal partnership, creates 100,000 jobs
The roots of the problem (cont’d)
What it means for cities and communities

- **For residents and businesses:** Crumbing roads & bridges, gridlock, overcrowded transit and failing water systems
- **For municipalities:** escalating repair costs; “planning-by-lottery”; lack of resiliency
- **For taxpayers:** regressive tax squeeze
- **For Canada:** losing ground to our global competition

**MUNICIPAL QUICK FACTS**

- Collect just 8 cents out of every tax dollar
- Responsible for 60%+ of our public infrastructure
- Rely on regressive property tax
FCM’s LTIP Proposal — **By the Numbers**

- **20 year** plan; 5 year reviews
- Average annual LTIP investment:
  - Federal: $3.25 B existing + $2.5 B new
  - $13.25 billion – all 3 orders of government (municipalities invest an additional $12-15B separately)
- **$3 billion** dedicated to fight gridlock (3-way cost-shared)
- **145,000 direct jobs** per year
FCM’s LTIP Proposal (cont’d)

Increased Productivity
Stronger Economy, New Jobs

Public-Private Partnerships / Innovative Financing
(P3 screen for large projects; incentives and support)

- Gas Tax Fund
  - Renew & index
  - $2 B/yr

- Core Economic Infrastructure Fund
  - (new)
  - $2.5B/yr

- Building Canada Fund
  - Renew, improve, dedicate to municipalities.
  - $1.25 B/yr

Innovative Infrastructure Practices and Asset Management Planning
(requirement for AM plans; capacity building support)
FCM’s LTIP Proposal — **Building a Plan that Delivers**

- Matching $ from 3 orders of government
- Core economic infrastructure
- Expand private sector role
- Better asset management
- Fast, efficient role out
- Affordable and sustainable

- Secure, predictable funding
- Renew/protection recent investments
- Meet national challenges: traffic gridlock, wastewater regulations, extreme weather
Our Strategy

• Great Canadian Infrastructure Challenge, Nov. 6
• Municipal Infrastructure Forum statement, Nov. 8
• Formal FCM submission release, Nov. 13
• Big Cities Mayors’ Caucus statement, Nov 15
• FCM Advocacy Days in Ottawa, Nov 20-23
• Gas Tax Fund Visibility campaign, now online
• Rural outreach strategy, January 2013
• Cut My Commute campaign, January 2013
• Budget 2013, in or around March 2013
What can you do?

• Join the Great Canadian Infrastructure Challenge
  • [www.fcmchallenge.ca](http://www.fcmchallenge.ca)

• Keep an eye on [www.fcm.ca](http://www.fcm.ca) and [www.fcm.ca/gtf](http://www.fcm.ca/gtf)

• Contact your MP, local media, local thought leaders and influencers

• Tweet and use Facebook to tell your friends and colleagues
Questions
Waterloo Regional Tourism
2012 All Council Update
Mission, Vision & Innovative Focus

MISSION
Our mission is to increase visitors and tourism in the Waterloo Region.

VISION
The Waterloo Region will be widely recognized as a must-visit destination, providing visitors with a varied and exceptional experience.

INNOVATIVE FOCUS
Marketing efforts strive to utilize the most innovative and ground breaking technologies and strategies to position the Waterloo Region as a leader in state of the art destination profiling.
## Tourism in Waterloo Region

<table>
<thead>
<tr>
<th>Economic Impacts*</th>
<th>Waterloo Region*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Visitor Spend</td>
<td>$372M</td>
</tr>
<tr>
<td>GPD</td>
<td>$225M</td>
</tr>
<tr>
<td>Labour Income</td>
<td>$137M</td>
</tr>
<tr>
<td>Employment</td>
<td>4,000</td>
</tr>
<tr>
<td>Total Taxes</td>
<td>$123M</td>
</tr>
<tr>
<td>Fed</td>
<td>$67M</td>
</tr>
<tr>
<td>Provincial</td>
<td>$55M</td>
</tr>
<tr>
<td>Municipal</td>
<td>$760,150</td>
</tr>
</tbody>
</table>

- 4 million tourists annually to Waterloo Region
- Toronto, York and Peel top Ontario overnight markets in Ontario
- Quebec, Michigan, New York and U.K are next
- Visiting Friends & Relatives, Pleasure and Business are top reasons

* Ministry of Tourism Regional Profile 2009
WRTMC Spend

- Direct Marketing 40%
- Image & Brand Marketing 24%
- Staff/Support 36%
## Competitive Tourism Organization Spends*

<table>
<thead>
<tr>
<th>City</th>
<th>Total</th>
<th>Public</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toronto</td>
<td>$26.7M</td>
<td>$24.3M (DMF)</td>
</tr>
<tr>
<td>Niagara</td>
<td>$15M</td>
<td>$250K</td>
</tr>
<tr>
<td>Ottawa</td>
<td>$7.6M</td>
<td>All DMF</td>
</tr>
<tr>
<td>Hamilton</td>
<td>$2.1M</td>
<td>1.4M</td>
</tr>
<tr>
<td>London</td>
<td>$2.0M</td>
<td>1.8M</td>
</tr>
<tr>
<td>Stratford</td>
<td>$1.2M</td>
<td>$380K</td>
</tr>
<tr>
<td>Durham</td>
<td>$900K</td>
<td>$900K</td>
</tr>
<tr>
<td>Waterloo Region</td>
<td>$820K</td>
<td>$587K</td>
</tr>
<tr>
<td>Sarnia</td>
<td>$700K</td>
<td>$700K</td>
</tr>
<tr>
<td>Burlington</td>
<td>$430K</td>
<td>$340K</td>
</tr>
</tbody>
</table>
| St. Catharines  | $390K  | $100K        | *Estimated
Website Performance

Mobile
- iPad – 27%
- iPhone – 25%
- Android – 23%
- BlackBerry – 11%
- Other – 14%

Geographic
1. Canada (Ontario 11% up, Quebec - 47% up, Alberta 75% up, B.C. 37% up)
2. US (New York, Illinois, California)
3. Chile
4. Germany
5. China

Web
Visits: **149k** (2012) v. **100k** (2011) ↑47%
Unique Visitors: **127k** (2012) v. **78k** (2011) ↑61%
Page Views: **457k** (2012) v. **339k** (2011) ↑34%

Top Referral Sites
(Dec 2012)
- [www.kitchener.ca](http://www.kitchener.ca)
- [www.facebook.com](http://www.facebook.com)
- [www.google.com](http://www.google.com)
- [www.congress2012.ca](http://www.congress2012.ca)
- [www.ontariotravel.net](http://www.ontariotravel.net)
Success To Date

• $15 Million on Public relations
• Launch of a French microsite: Bonjourwaterloo.org
• Launch of eatwaterlooregion.ca-
• Asian/South Asian Media Coverage
• Increased partnerships: tourism, media, academic, associations
• Toured media, travel trade operators for familiarization tours
• American Airlines Chicago Media Tour
• American Airlines Call Centre Training to 2200 agents
2013 Focus: Bonjour Waterloo Region

Terroir et saveurs de la région de Waterloo

Des itinéraires thématiques de trois jours vous sont proposés. Chaque parcours a comme point de départ une matinée au marché et au village de St. Jacobs. En après-midi et en soirée, les circuits ont été conçus pour vous faire découvrir les points d'intérêt de la région, selon les thèmes choisis.

Suggestions d'itinéraires

Excursion famille en plein air
Galeries et musées
Le culinaire
Tournée des boutiques campagnardes

Événements clés

Restez à l'affût des activités présentées toute l'année dans la région de Waterloo.

21/09/2012 - 17/03/2013
Exposition Treasures of China : Sculptures rupestres de Dazu

13/10/2012 - 13/01/2013
Exposition AVATAR de James Cameron

30/11/2012 - 31/12/2012
Noël à Cambridge

06/12/2012 - 09/12/2012
Christkindl (Kitchener)

Tous les événements
Waterloo Region has been covered in numerous Canadian and American Publications this Summer including American Airlines Latitudes Magazine as well as The Toronto Sun.
2013 Focus: Culinary Tourism – explorewaterlooregion.ca/eat
2013 Priorities and Opportunities

• Continued implementation of 2010-2015 strategic plan
• Drive “new” business in leisure, sports and meeting segments
• Continued branding and image awareness
• Clustered trip-motivator marketing and improved visitor tracking and metrics with booking engine
• Continued public relation efforts
• Continued expansion on culinary and other tourism opportunities
• More metric reports upon release of Ministry of Tourism, Culture & Sport visitation results
• Development of sustainable funding from public and private sectors
Partnerships
Questions?

Thank You.

www.explorewaterlooregion.ca
@ExploreWaterloo
PRESENTATION TO ALL WATERLOO REGION COUNCILS

December 12, 2012
John G. Jung,
CEO, CTT Inc
1987
- Canada’s Technology Triangle (CTT) grows out of collaboration among local economic development leaders

1999
- Incorporated as Canada’s Technology Triangle Inc. (CTT), a private-public not-for-profit

2009
- In-depth Stakeholder Consultation and development of a 5-Year Strategic Plan

2011-2015
- Development of a 5-Year Business Plan 2011-2015
CTT’s Core Function - Focus on: FOREIGN DIRECT INVESTMENT (FDI)

CTT promotes the Waterloo Region to attract and expand strategic investment, and working with partners to bring capital and talent to the region.
The ability to attract Foreign Direct Investment (FDI) is a validation of international opinion on the attractiveness of an economy.

Source: Witiger Reports
INTERACTION WITH INTERNATIONAL COMPANIES

TEAM WATERLOO REGION
International Interaction 2012

58+ events
18+ countries

LEGEND
- ICF
- CTT Inc
- Ontario Pan-Regional (ICTA, OCTA, ICTA, OFC)
- Consider Canada
- Visiting Delegations (to date)
ECONOMIC DEVELOPMENT

- Private Sector
- Federal Government
- Provincial Government
- Universities
- External forces
- Municipal Government: retention/expansion
- Canada's Technology Triangle
- Chambers, Communitech, etc.

FDI & CDIA
• Impact of FDI in the Region:
  – New innovation
  – New investment
  – Direct, indirect and induced impact – $300 Million annually based on 12 of 60 companies/wins surveyed by Amer & Associates

• Aftercare: Over 240 Foreign owned firms in the Region such as Rimowa, PWO, Siemens, Toyota, Google, Electronic Arts (EA), etc.

• German Mission focused on Aftercare with Mayor Zehr

• New targets based on Mission Follow-up (ie India)
In 2011 and 2012, CTT Missions assisted abroad

- Open Text
- Desire2Learn
- Christie Digital
- Logikor
- Gowlings
- Miller Thompson
- UW
- WLU
- Conestoga College
- ClevrU
- Lightway
- ODG and others
HOW AND WHERE WE TELL OUR STORY

- International **Business Missions to** Germany, China, Brazil, India, USA (with Mayors, EDOs, Business Leaders, Educators, etc)

- Responding to **investor enquiries** (nearly 1800 in 2012)

- Speaking at and attending **international trade shows & conferences** (25 in 2012)

- Identifying, securing and meeting with **targeted pre-qualified leads and prospects** and influencers abroad (240 in 2012)

- Attracting **investment prospects** to Waterloo Region (nearly 60 in 2012 alone)
Host international journalists, international delegations, international investors.

Outreach through the Web, social media, e-newsletter, blogs, feature sheets & more.
We work closely with our local leaders, especially Mayors, but also CEOs, University and College Presidents and other business & government leaders who have a critical impact in opening doors and building bridges to future trade and investment.
• **International Business Missions** to Germany, China, Brazil, India, USA (with Mayors, EDOs, Business Leaders, Educators, etc)

  - Civic leaders help to open doors

• **Encourage Mayor’s Outreach to Foreign Markets:**
  - **Mayor Halloran’s** outreach via Wiebo (to 15,000 in China) and through 120 countries via ICF
  - **Mayor Zehr** via Aftercare (PWO, Shoeck, etc)
  - **Mayor Craig** speaking to global audience at APEC
  - **Mayor’s Forum** locally (April 2012)
BRANDING THE REGION INTERNATIONALLY

TEAM WATERLOO REGION

- International

- Local
Total Number of Inquiries, Leads and Prospects for 2012

- Qualified Inquiries – 229
- Qualified Leads – 137
- Qualified Prospects – 62
In 2012, CTT’s Key FDI Performance Measurements

- 58 visits
- 9+ wins
- Total (Qualified) Inquiries = 229
- Total (Qualified) Leads = 137
- Total (Qualified) Prospects = 62
<table>
<thead>
<tr>
<th>Company</th>
<th>Employees</th>
<th>SQF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cisco</td>
<td>12</td>
<td>2,000</td>
</tr>
<tr>
<td>Solar Company</td>
<td>2</td>
<td>Searching</td>
</tr>
<tr>
<td>Joint Venture</td>
<td>5</td>
<td>unknown</td>
</tr>
<tr>
<td>Office Space near RIM</td>
<td>20</td>
<td>3,500</td>
</tr>
<tr>
<td>Australian Gear Manufacturer</td>
<td>unknown</td>
<td>unknown</td>
</tr>
<tr>
<td>Xyratex</td>
<td>45</td>
<td>1,500</td>
</tr>
<tr>
<td>JLL International</td>
<td>100</td>
<td>5,000 (and searching)</td>
</tr>
<tr>
<td>Laser Job</td>
<td>5</td>
<td>2,700</td>
</tr>
<tr>
<td>German Lock Manufacturer</td>
<td>3</td>
<td>2,500</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>200+</strong></td>
<td><strong>20,000+ (approx.)</strong></td>
</tr>
</tbody>
</table>
OUR SUCCESSES TO 2012

2006
- Captec Americas
  Hampshire, UK
- CGI Group Inc
  Montreal, QC
- Infusion Development Corp.
  Toronto, ON
- THC Technologies
  Boston, MA
- Dean Group
  Toronto, ON
- OME Group Consultants Inc
  Mississauga, ON

2007
- Google Inc
  Mountain View, CA
- WEICON Inc
  Munich, Germany
- NewTire Industries
  Start up
- Athena Software
  Guelph, ON
- Infusion Development
  Start up
- OME Group Consultants Inc
  Mississauga, ON
- CGI Group Inc
  Montreal, QC
- Infusion Development Corp.
  Toronto, ON
- THC Technologies
  Boston, MA
- Dean Group
  Toronto, ON
- Captec Americas
  Hampshire, UK

2008
- Google Inc
  Mountain View, CA
- Rimowa
  Cologne, Germany
- WEICON Inc
  Munich, Germany
- Canterris Inc
  Calgary, AB
- Early Warning
  Montreal, QC
- Thomas Magnete GmbH
  Herdorf, Germany
- Schmaltz Vacuum Technology
  Glatten, Germany
- The Regus Group
  Surrey, UK
- Canadian Solar
  Suzhou, China
- Electronic Arts
  Redwood City, California
- Innovation Gateway
  Eindhoven, Holland
- Compass Creative
  Toronto, Canada
- Agfa Expansion
  Waterloo, Canada
- Schöck Bauteile GmbH
  Baden Baden, Germany
- GABEA Development
  Start up
- FedDev Ontario
  Toronto, Canada
- ICT Gaming
  Office Space near RIM (2x) Unknown company/Confidential
- Solar Company
  Sun Rise Poultry Processors Ltd
  Surrey, BC
- JDMI
  Rosemont, IL
- QDAC Systems
  Mississauga
- Wistron
  Taiwan
- Australian Gear Manufacturer
  Xyratex
  United Kingdom
- ICT Expansion
  Laser Job
  Germany
- German Lock
  Manufacturer
- Xyratex
  United Kingdom
- Solar Company
  Sun Rise Poultry Processors Ltd
  Surrey, BC
- JDMI
  Rosemont, IL
- QDAC Systems
  Mississauga
- Wistron
  Taiwan
- Australian Gear Manufacturer
  Xyratex
  United Kingdom
- ICT Expansion
  Laser Job
  Germany
- German Lock
  Manufacturer
Rimowa:
- Landed in Cambridge in 2008
- 20 initial jobs created
- Initial SQF of 31,000
Today Rimowa:
- Currently employs 130 people with plans for expansion
- Broke ground this year on a new 70,000 SQF facility (triple the space = X additional employees)
- Supplies all of North America from the Cambridge facility
- Has directly contributed $3.3 million to the local economy through: property taxes, ownership, development charges and wages
- Has entered a research partnership Conestoga College (FedDev funded)
- Rimowa Executive VP Carsten Kulcke sits in the CTT German Marketing Committee
Google:
- Acquired local company Reqwireless and 4 employees in 2006
- Moved their office into the R&T Park at UW in 2007

Google:
- Acquired local company Reqwireless and 4 employees in 2006
- Moved their office into the R&T Park at UW in 2007
Today Google:
- Employs over 200 people
- Moved into the Tannery in Kitchener, where it occupies 34,000 SQF
- Is in partnership with Communitech for mentorship and start-up space
- Adds over $12,000,000 annually to the local economy through direct and induced impacts
- Associates a world-renowned brand with the Waterloo Region
**Schoeck:**
- Landed in Kitchener in 2009
- 4 initial jobs created
- Initial SQF of 1,500
Today Schoeck:
- Employs 10 people
- Was a target in the CTT lead Aftercare Program in Germany
- Worked with CTT to attract a joint venture with their German head office that has the potential to expand SQF and employee size by 500%
## REVENUE BREAKDOWN

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013 (Projected)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal Partners</td>
<td>73%</td>
<td>69%</td>
<td>60%</td>
<td>63%</td>
<td>57%</td>
<td>53%</td>
<td>54%</td>
</tr>
<tr>
<td>Federal/Provincial</td>
<td>9%</td>
<td>12%</td>
<td>18%</td>
<td>12%</td>
<td>13%</td>
<td>13%</td>
<td>11%</td>
</tr>
<tr>
<td>Non-Governmental</td>
<td>18%</td>
<td>19%</td>
<td>22%</td>
<td>24%</td>
<td>30%</td>
<td>34%</td>
<td>35%</td>
</tr>
</tbody>
</table>

**Issue:** Non-Governmental (Private) and Federal Programs funding is not secure. There is a need for sustainable and secure funding for short and long term FDI programming.