Regional Municipality of Waterloo
Administration and Finance Committee
Minutes

Tuesday, February 11, 2014
11:40 a.m.
Regional Council Chamber
150 Frederick Street, Kitchener

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

Members absent: R. Deutschmann and J. Haalboom

Chair T. Galloway noted that report F-14-018, Legislative Reform to Address Joint & Several Liability was distributed at the beginning of the meeting and has been added to the consent agenda.

Declarations of Pecuniary Interest under “The Municipal Conflict of Interest Act”
None declared.

Presentation
a) John G. Jung, C.E.O., Canada’s Technology Triangle, Re: Annual Update

John Jung provided a presentation that gave an overview of the accomplishments made by Canada’s Technology Triangle (CTT) in 2013 and their goals for 2014. A copy of the presentation is appended to the original minutes. He explained that in 2013 CTT worked on developing international relationships and collaborating with other communities in Ontario and Canada to generate investment in the Region. CTT coordinated a relationship building trip that took the Mayors of Cambridge, Kitchener and Waterloo to Germany and the Netherlands, and hosted over fifty international delegations designed to bring investment to the Region.
The goals for 2014 are to continue to target areas such as California, and Germany, looking at food processing options with Canada’s Technology for Food, and working on the Regional Economic Development Strategy.

*C. Zehr, J. Wideman and L. Armstrong joined the meeting 11:48 a.m.

In response to a question from the Committee J. Jung explained that CTT has been involved with bringing companies like Google and Rimowa to the Region and that if no one is raising awareness of the area on the international stage there is a danger that the area will be overlooked. He stated that bringing in large scale manufacturers requires the appropriate land and provincial and federal support.

B. Halloran noted that there are active negotiations with at least four food technology companies that are looking at Waterloo Region and that investors will not know about the area without a concerted effort to promote it. D. Craig stated that he felt that trade missions are beneficial for more reasons than just investment and encouraged a Regional Councillor to attend a future trip.

S. Strickland stated that he believes that with limited resources it is more important to develop local businesses and connections with North American companies rather than focusing on international direct investment.

Request to Remove Items from Consent Agenda

J. Mitchell requested that item 4(a) CR-CLK-14-004, Amendment to the Information Retention and Disposal Schedule be removed from the consent agenda.

Motion To Approve Items Or Receive For Information

Moved by C. Zehr

Seconded by L. Armstrong

That the following item be approved:

- That the Regional Chair send the letter, attached to Report F-14-018, to the Provincial Attorney General with respect to Legislative Reform to address the issue of the inequitable effects of Joint and Several Liability on municipal insurance claims.

And that the following item be approved for information:

- F-14-017, Regional Municipality of Waterloo Credit Rating

Carried

4(a) CR-CLK-14-004, Amendment to the Information Retention and Disposal Schedule

J. Mitchell asked if the proposed amendments would affect the saving or deleting of Councillor’s emails. Oriana Sharp, Manager, Information Management and Archives,
stated that the changes would apply to all records regardless of whether they are electronic or paper, but that Councillor’s communications with constituents are not subject to the retention by-law.

Moved by C. Zehr

Seconded by L. Armstrong

That the Regional Municipality of Waterloo amend By-Law No. 93-076, as amended, to incorporate several changes to the Information Retention and Disposal Schedule as described in Report CR-CLK-14-004, dated February 11, 2014.

Carried

Chair T. Galloway drew attention to the triple A credit rating that has been given to the Region by Moody’s Investors Service. He was especially pleased that they had no concerns with the additional debt being taken on by the construction of rapid transit. In response to a question from the Committee, Craig Dyer, Chief Financial Officer, noted that the rating is based on the Region’s capacity to repay debt and likely would not have been affected if a different method of financing rapid transit had been selected.

*D. Craig left the meeting at 12:23 p.m.

Regular Agenda Resumes

Reports - Corporate Resources

a) P-14-015/CR-FM-14-002, 2014 Community Environmental Fund Allocation

In response to a question from the Committee, Chris Gosselin, Manager of Environmental Planning, stated that money has been granted through this fund to area municipalities and schools in the past and is consistent with the guidelines.

Moved by J. Wideman

Seconded by T. Cowan

That the Regional Municipality of Waterloo approve project funding allocations of $113,205 for the Environmental Stewardship Grant stream, as described in Attachment 1 of Report P-14-015/CR-FM-14-002, dated February 11, 2014.

Carried

Reports - Planning, Housing and Community Services

b) P-14-016, Proposed Public Art Projects – Former County Courthouse and ION aBRT Transit Stops
Moved by S. Strickland

Seconded by J. Mitchell

That the Regional Municipality of Waterloo approve the expenditure of up to $55,000 to be funded from the Public Art Reserve Fund for an artwork project at the renovated former County Courthouse at 20 Weber Street, Kitchener, as outlined in report P-14-016, dated February 11, 2014;

And That staff be directed to explore options for public art at each of the Ainslie and Cambridge Mall ION aBRT transit stops.

Carried

Information/Correspondence

a) Council Enquiries and Requests for Information Tracking List was received for information.

Regional Chair K. Seiling noted that the Grand Valley Construction Association Journal has a very positive article on the LRT that outlines many of the construction benefits to the Region.

Next Meeting – March 4, 2014

Adjourn

Moved by B. Halloran

Seconded by J. Brewer

That the meeting adjourn at 12:31 p.m.

Carried

Committee Chair, T. Galloway

Committee Clerk, T. Brubacher
CTT Inc. pursues its Action Plan for 2014 guided by the goals and objectives from the 5 Year Business Plan and builds on the work of the previous year.
In 2013, CTT pursued seven key priorities:

Theme: “Focus; Follow-up; and Targeting”

1. **Lead Generation** Focus
2. **CTT’s International Program** Follow-up
3. **Team Waterloo Region** Targeted branding and collaboration
4. **Pan-regional Collaboration** including working with the Ontario Tech Corridor, Food Corridor, Automotive, and Clean Tech Alliances
5. **Relationships at the Local Level:** Municipal Advisory Committee / Economic Development Strategy
6. **Promotional Toolkit:** Waterloo Region Investor Portfolio including “Soft Landing Pads”/Land availability/ Studies & Strategies Research/Web/Collateral Materials/ Videos/ New Content
7. **Private Sector Funding /Matching Funding** for federal government grants: Invest Canada-Community Initiatives (ICCI)
5 Year Business Plan Implementation
Goal 1- OUTREACH: Reach out to attract and expand investment as well as work with partners to bring capital and talent to the region.

*Missions and related external Outreach and Promotion:*

- 3 Mayors Mission to Germany and the Netherlands
- Aftercare Program in Germany
- Eindhoven-Waterloo Program
- Chinese Overseas Investment Federation MOU
- Speaking Engagements
- Export-oriented Out-reach with Waterloo Region Firms and Orgs
- Pan-regional efforts
- Collateral Material
- New, Enhanced (award winning) Website
- Studies and Lead Generation Strategies
5 Year Business Plan Implementation
Goal 1- OUTREACH: Reach out to attract and expand investment as well as work with partners to bring capital and talent to the region.

*International Delegations:*

- 58 international business & government delegations
- 29 potential prospects at Passport to Success
- 19 representatives from Foreign Posts attended our annual Familiarization Tour (to RIMOWA, CIGI, PI, Communitech Hub)
- International Dinner with Keynote Speaker Perimeter Institute’s Neil Turok.
Annual Trends

- Hosts 50+ delegations from 20 countries
- Over 1000 Contacts
- Approx. 150 Intl. Enquiries
- Approx. 100 Leads
- Approx. 50+ Qualified Prospects
- 8-10 Wins
- 200+ initial Jobs
- 20,000+ initial Sq. ft
- Amers Study: $300M direct, indirect and induced economic impact annually
5 Year Business Plan Implementation

Goal 1- OUTREACH: Reach out to attract and expand investment as well as work with partners to bring capital and talent to the region.

Focus:
- CTT’s International Program
  - Focus on Europe (The Netherland and Germany)
  - USA (California, New York, Great Lakes).

Target:
- Develop lead generation, aftercare and follow-up initiatives in our key industry sectors in the ICT and Advanced Manufacturing clusters;

Follow-up:
- Follow-up on all international investment attraction opportunities (Germany, Netherlands, USA, Brazil, India and China).
- Pursue pan-regional sector-focused leads
- Team Waterloo Region
5 Year Business Plan Implementation
Goal 1- OUTREACH: Reach out to attract and expand investment as well as work with partners to bring capital and talent to the region.

• **Continue to increase market awareness**
  - 5 external conferences or trade shows.
  - 3 Pre-qualified Meeting Programs.
  - Speak at 2 Conferences externally, raising awareness of CTT.

• **A lead generation program**, supported by ICCI will form a core component of these initiatives to identify and generate:
  - 1000 contacts
  - Respond to 100 new inquiries
  - Qualify 100 leads
  - Pursue and service 50 prospects
  - 8 - 10 FDI wins
  - Assist in 2 outward export-related projects
Goal 2- FACILITATIVE LEADERSHIP: Strengthen its facilitative leadership role in ways that add value to the region.

2013 Regional Collaboration Accomplishments:

- 3 Mayors Mission
- Waterloo Regional Collaboration Research Group
- Municipal Advisory Committee
- Passport to Success coordination with local EDO partners
- Team Waterloo Region initiatives
- Regional Committees, Boards and Task Forces
- Chairman’s Breakfasts
- International Dinner
- International Delegations participation
- Reinforced and expanded existing CTT Committees and CTT Task Forces
Goal 2 - FACILITATIVE LEADERSHIP: Strengthen its facilitative leadership role in ways that add value to the region.

Action Plan Elements:

1. Coordinate International initiatives with Kitchener, Cambridge & Waterloo and sector organizations: Communitech, Canada’s Tech For Food (CTFF), Accelerator, etc.
2. Involve Local Institutions in Missions and local Committees and initiatives: UW, WLU, Conestoga College
3. Involve Local Business and Chambers in Delegations, Missions and local Committees and Initiatives
4. Reinforce CTT Committees and Task Forces such as Ambassador Committee
5. CTT’s CEO on Waterloo Region Steering Committee (WREDS)
Objective 1- BUILD AWARENESS: Built awareness (locally and regionally) to raise the profile of the Waterloo Region and CTT Inc.
Objective 2- RESEARCH: Strengthen research and the knowledge base within the organization and among partners.

- Development of Digital, Print, and Video Collateral Material
- Enhanced Website
- Marketing and FDI-related Business Analysis
- Research and Studies, supported by Federal Govt ICCI funding including:
  - MRO (Maintenance, Repair, Overhaul) Study with Waterloo Region Airport
  - Site Selectors Strategy
  - German Program
  - California Program
  - China Program
Objective 3 - SUSTAINABILITY: secure long-term fiscal stability.

2014 Action Plan to meet this Objective:

• CTT Resources & Sustainability Committee plan to increase private sector funding by $100,000.

• Sponsorships for CTT local events

• Explore government funding sources: SWODF/ FEDDEV, etc.

• Work with the WREDS to develop a long term strategy for funding to meet the needs of Regional Economic Development over the long term
<table>
<thead>
<tr>
<th>Pan Regional Group</th>
<th>Event Name</th>
<th>Date</th>
<th>Location</th>
<th>CTT Priority for 2014</th>
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<td>ONTARIO FOOD CORRIDOR</td>
<td>SIAL Brazil</td>
<td>June 25-28, 2014</td>
<td>Sao Paulo, Brazil</td>
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<td>Ontario Tech Corridor</td>
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Thank you!