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

Members absent: T. Cowan

DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT

R. Deutschmann declared a pecuniary interest with respect to report P-12-023/E-12-028 Recommended Regional Transit Supportive Strategy for the City of Cambridge and report CR-RS-12-013 Authorization to Expropriate Land for Rapid Transit Project due to a pecuniary interest since he and his spouse are shareholders of corporations that have an interest in a property at 10 Duke Street West, Kitchener.

D. Craig declared a pecuniary interest with respect to report P-12-023/E-12-028 titled Recommended Regional Transit Supportive Strategy for the City of Cambridge and report CR-RS-12-013 titled Authorization to Expropriate Land for Rapid Transit Project due to his son owning property within the area of a proposed station on the rapid transit system.

K. Seiling declared a pecuniary interest with respect to report P-12-023/E-12-028 titled Recommended Regional Transit Supportive Strategy for the City of Cambridge and report CR-RS-12-013 titled Authorization to Expropriate Land for Rapid Transit Project due to two of his adult children who own residential properties within the proposed corridor.

DELEGATIONS

a) Dr. Jeff Casello, on behalf of the Reurbanization Working Group

Rob Horne, Commissioner, Planning, Housing and Community Services, provided introductory comments.

Dr. Casello addressed Committee with a power point presentation to generate awareness of the widespread and long lasting benefits of reurbanization in communities. He explained the creation, objective and membership of the Reurbanization Working Group. He identified past and future growth, the Provincial Policy and Regional Plans and Policy, what reurbanization is, what it looks like and what makes it successful.

Dr. Casello explained that it is important to work on delivering a clear and concise vision from all levels of government to the public in regard to reurbanization. He explained that the issue of density should be explained in a way that is easier to understand and visualize for the general public, such as using the number of units instead of the floor space.
A copy of this presentation is appended to the original minutes.

Committee members posed questions to Dr. Casello around engaging and educating the community, as well as the influence of Light Rail Transit on land use patterns and intensification.

b) Mr. Tim Jackson, Chief Executive Officer and Mr. Tim Ellis, Chief Operating Officer, Accelerator Centre

Rob Horne, Commissioner of Planning, Housing and Community Services, provided introductory comments.

T. Jackson and T. Ellis provided a power point presentation. They provided an overview of the partnership between the Accelerator Centre (AC), the Region of Waterloo and other levels of government. They explained the program which provides education and mentorship for businesses. They explained the efforts of the members to promote and support the community. They extended gratitude to the Region for investing in the AC several years ago by providing the office space rent-free.

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

Committee members reflected on the success of the program and its importance in the community.

REPORTS – PLANNING, HOUSING AND COMMUNITY SERVICES

COMMUNITY PLANNING

a) P-12-021, Monthly Report of Development Activity for January 2012

MOVED by T. Galloway
SECONDED by R. Kelterborn


CARRIED

b) P-12-024, Region of Waterloo (King/Victoria) Transit Hub

R. Horne provided introductory comments and noted that the project team, with Councillors Wideman, Haalboom and Strickland, is working to a very detailed project schedule with a number of intersecting projects.

It was noted that the zoning height restrictions for the King/Victoria intersection could accommodate high density. A request was made to provide a report outlining the structure and mandate of the internal committee struck to manage the phasing of these projects.

Questions from Committee were addressed by staff regarding the cost to develop the Transit Hub and the status of the Request For Proposal for independent legal counsel for this project and the separate external legal advice for negotiations with Infrastructure Ontario.

Received for information.
c) P-12-033, Region of Waterloo (King/Victoria) Transit Hub Preliminary Design Study and Station Area Access Plan – Consultant Selection

R. Horne provided introductory comments.

Committee members emphasized the importance of the Region’s public consultation process and consultation with Grand River Accessibility Advisory Committee.

MOVED by J. Haalboom
SECONDED by J. Mitchell

THAT the Regional Municipality of Waterloo enter into a Consulting Services Agreement with IBI Group for P2012-04 Multi Modal Transit Hub to an upset limit of $313,109.44, including taxes, as described in Report No. P-12-033, dated February 28, 2012.

CARRIED

TRANSPORTATION PLANNING

d) P-12-025, Proposed Modifications to Regional Implementation Guideline for Road Allowance Dedications On and Adjacent to Known and Potentially Contaminated Sites

MOVED by S. Strickland
SECONDED by K. Seiling

THAT the Regional Municipality of Waterloo adopt the amended Implementation Guideline For Road Allowance Dedications On and Adjacent to Known and Potentially Contaminated Sites, as detailed in Report P-12-025, dated February 28, 2012, as a Regional Implementation Guideline, in accordance with Section 12.2.2 of the Regional Official Policies Plan and Section 10.B of the Regional Official Plan.

CARRIED

e) P-12-026, Ira Needles Boulevard Improvements – Highview Drive to Erb Street West

R. Horne highlighted key points in the report regarding traffic queuing and delays.

Committee members reflected on the traffic complaints they have received. Committee requested that staff take a look at safety of the intersection of Yellow Birch Drive and Ira Needles Boulevard. Also, to be aware that the City of Kitchener is reviewing traffic calming measures on Highview Drive which could cause vehicular infiltration onto Yellow Birch Drive and would increase the volume at the Yellow Birch Drive and Ira Needles Boulevard intersection.

Committee discussed the advancement of the expansion and the preparations that were included in the initial infrastructure for the road in anticipation of this expansion.

MOVED by G. Lorentz
SECONDED by S. Strickland

THAT the Regional Municipality of Waterloo initiate the detailed design for the widening to 4 lanes of Ira Needles Boulevard and associated improvements from Highview Drive to Erb Street
West in 2012 and advance construction from 2019 to 2015, to be confirmed through the 2013 budget process, all as described in Report No. P-12-026 dated February 28, 2012.

CARRIED

INTER-DEPARTMENTAL REPORT

f) E-12-022/CR-FM-12-004, Consultant Selection Results – 2007 to 2011

Committee members posed questions to staff regarding the upset limit and contingency processes, as well as the difference between the tender and the final cost for contracts.

Committee requested a report outlining the consultant contracts, identifying the tender cost with upset limits and the final cost of the contract.

Received for information.

*C. Millar left the meeting at approximately 10:20 a.m.

R. Horne provided introductory comments. He noted that funds for this program are limited and will be granted on a case-by-case basis. The recommendation is seeking direction to staff to develop a framework for the Program and come back with an implementation report outlining the terms of the program and financial impacts for consideration. Staff advised that they are looking at other municipalities that have established similar programs and how they are funding their programs and will report back in the fall of 2012.

A Committee member suggested that this incentive program should be expanded to encourage adaptive reuse of existing buildings.

MOVED by R. Kelterborn
SECONDED by B. Halloran

THAT the Regional Municipality of Waterloo take the following action regarding the Region’s Brownfields Financial Incentive Program, as described in Report No. P-12-009/F-12-016, dated February 28, 2012:

a) Direct staff to develop a framework to formalize the prioritization of financial incentives within key reurbanization areas and ensure alignment with other strategic Regional objectives;

b) Continue to work with the Area Municipalities to refine the Brownfield Financial Incentive Program’s three funding components.

CARRIED

h) P-12-011/E-12-020, Investigating Sustainable Approaches to Soil and Sediment Management

R. Horne provided introductory comments.
Committee members supported the idea of the report, but questioned how the program would be implemented. Staff noted that the Region would be exploring whether there is an interest within the public sector to partner on this concept. Staff confirmed that this concept would not affect the capacity of landfills.

MOVED by R. Kelterborn
SECONDED by C. Zehr

That the Regional Municipality of Waterloo direct staff to take the following action regarding investigating sustainable approaches to soil and sediment management, as described in Report No. P-12-011/E-12-020, dated February 28, 2012:

a) Initiate a broader stakeholder consultation to generate discussion, share information and ideas and identify opportunities for partnership related to the concept of a Soil Remediation and Aggregate Recycling Facility;

b) Enter into any agreements with the City of Kitchener related to the Victoria Park Rehabilitation Project as may be required per the Ministry of Environment (MOE) Showcasing Water Innovation Grant Funding, announced on January 13, 2012;

c) Utilize the funds identified in the MOE Showcasing Water Innovation Grant toward the undertaking of a more detailed feasibility study relating to a Soil Remediation and Aggregate Recycling Facility, for inclusion as part of the Region’s Waste Management Master Planning process; and,

d) Direct the revenue from tipping fees related to the Victoria Lake Park Rehabilitation project into the Waste Management Reserve Fund to be used for costs associated with the management/handling of the sediment over the two-year sediment rehabilitation trial program and to fund initiatives from the outcome of the Waste Management Master Planning process.

CARRIED

*C. Millar returned to the meeting at 10:30 a.m.

i) P-12-023/E-12-028, Recommended Regional Transit Supportive Strategy for the City of Cambridge – Proposed 2012 Implementation Plan

R. Horne provided introductory comments.

In response to a member inquiry, staff advised that the City of Cambridge would be responsible for the employment of additional staff who would be specific to this assignment.

Members expressed support for the strategy indicating that it validated the Region’s commitment to bringing Light Rail Transit and Provincial transit to the City of Cambridge.

Responding to member’s concerns, staff advised that the contracts with the City of Cambridge would contain specific and measurable deliverables to ensure performance. A request was made to make the Memorandum of Understanding with the City of Cambridge available to Regional Council prior to its execution by authorized staff.
Discussion ensued regarding how parking encourages the use of transit and a report was requested from staff outlining how the other municipalities in the Region were working toward paid parking to support the reurbanization resulting from the new Region Official Plan.

It was noted that this project is year-one of a ten-year funding plan and in future years funding would be focused in other areas, such as increasing ridership and expanding routes. The funding plan for each year will be brought to Committee for consideration.

MOVED by J. Brewer
SECONDED by R. Kelterborn

THAT The Regional Municipality of Waterloo take the following action regarding the Transit Supportive Strategy to enhance transit ridership in the City of Cambridge, as described in P-12-023/E-12-028, dated February 28, 2012:

a) Approve the 2012 Implementation Plan and allocation of $1,000,000, as described in Report No. P-12-023/E-12-028 and summarized in Attachment 1, subject to the acceptance by the City of Cambridge and finalizing an agreement between the Region of Waterloo and the City of Cambridge;

b) Formalize and execute a Memorandum of Understanding for the administrative and financial management of the program between the Region of Waterloo and City of Cambridge;

c) Authorize any unspent funds in a calendar year to be carried over for future initiatives as part of the Transit Supportive Strategy, with any changes in the use of these funds to be agreed upon by both the Region of Waterloo and the City of Cambridge.

CARRIED

REPORTS – TRANSPORTATION AND ENVIRONMENTAL SERVICES

DESIGN AND CONSTRUCTION

j) E-12-004, Consultant Selection – Detailed Design and Contract Administration Services; Ottawa Street Intersection Improvements from Alpine Road to Homer Watson Boulevard, City of Kitchener

In response to a concern from a member, staff advised that they would take into consideration the Roundabout safety issues raised with respect to the Homer Watson Boulevard/Block Line Road Roundabout. A member opined that a well functioning Roundabout should have a reduced speed approaching the Roundabout; pedestrians must use the designated cross walks correctly; and motorists must be considerate.

MOVED by K. Seiling
SECONDED by J. Mitchell

THAT the Regional Municipality of Waterloo enter into a Consulting Services Agreement with MTE Consultants Inc. to provide consulting engineering services for Detailed Design, Contract Administration and Construction Inspection Services associated with intersection improvements on Ottawa Street from Alpine Road to Homer Watson Boulevard in the City of Kitchener at an
upset limit of $404,922 plus applicable taxes for the design phase, with construction administration services to be paid on a time basis.

CARRIED

RAPID TRANSIT

k) CR-RS-12-013, Authorization to Expropriate Lands (1st Report) for Rapid Transit Project Stage 1 for Property and Interests on King Street South from John Street in the City of Waterloo to King Street West at Victoria Street, in the City of Kitchener

MOVED by J. Brewer
SECONDED by R. Kelterborn

THAT The Regional Municipality of Waterloo direct and authorize the Regional Solicitor to take the following actions with respect to the expropriation of lands for the construction of the Rapid Transit Project Stage 1 on King Street South, from John Street, in the City of Waterloo to King Street West, at Victoria Street, in the City of Kitchener, in the Region of Waterloo as detailed in Recommended Rapid Transit Implementation Option Report E-11-072 dated, June 15, 2011:

1. Complete application(s) to the Council of the Regional Municipality of Waterloo, as may be required from time to time, for approval to expropriate land, which is required for the Rapid Transit Project Stage 1 and described as follows:

Fee Simple Partial Takings:

a) Part Lot 287, Plan 385 being Part 1 on 58R-17317, City of Waterloo, Regional Municipality of Waterloo (238 King Street South, Waterloo)
b) Part Lot 288, Plan 385 being Parts 3 & 4 on 58R-17317, City of Waterloo, Regional Municipality of Waterloo (242 King Street South, Waterloo)
c) Part of Lots A and C, Plan 437; Part of Lots 53 and 54, Plan 376 being Part 4 on 58R-17368, City of Kitchener, Regional Municipality of Waterloo (618 King Street West, Kitchener)
d) Part of Lots 37 and 38, Plan 377 being Part 14 on 58R-17368, City of Kitchener, Regional Municipality of Waterloo (687 King Street West, Kitchener)
e) Part of Lots 36 and 37, Plan 377 being Parts 12 and 13 on 58R-17368, City of Kitchener, Regional Municipality of Waterloo (683 King Street West, Kitchener)
f) Part Lot 36, Plan 377 being Parts 10 & 11 on 58R-17368, City of Kitchener, Regional Municipality of Waterloo (679 King Street West, Kitchener)
g) Part of Lot 401, Plan 376 being Part 10 on 58R-17373, City of Kitchener, Regional Municipality of Waterloo (698 King Street West, Kitchener)
h) Part Lot 401, Plan 376 being Part 9 on 58R-17373, City of Kitchener, Regional Municipality of Waterloo (702 King Street West, Kitchener)
i) Part of Lots 43 and 44, Plan 377 being Parts 15 and 16 on 58R-17373, City of Kitchener, Regional Municipality of Waterloo (737 King Street West, Kitchener)
j) Part of Lots 29 and 30, Plan 377 being Part 7 on 58R-17368, City of Kitchener, Regional Municipality of Waterloo (637-641 King Street West, Kitchener)
k) Part of Lots 21, 29 and 30, Plan 413 being Part 8 on 58R-17373, City of Kitchener, Regional Municipality of Waterloo (730 King Street West, Kitchener)
l) Part of Lot 95, Plan 385 being Part 2 on 58R-17316, City of Waterloo, Regional Municipality of Waterloo (209 King Street South, Waterloo)

m) Part of Lots 368 and 369, Plan 376 being Part 1 on 58R-17368, City of Kitchener, Regional Municipality of Waterloo (682-688 King Street West, Kitchener and 690 King Street West, Kitchener)

n) Part of Lot 21, Plan 413 being Part 7 on 58R-17373, City of Kitchener, Regional Municipality of Waterloo (742 King Street West, Kitchener)

o) Part of Lots 44 and 45, Plan 377 being Part 17 on 58R-17373, City of Kitchener, Regional Municipality of Waterloo (741 King Street West, Kitchener)

p) Part of Lot 32, Plan 377 being Part 9 on 58R-17368, City of Kitchener, Regional Municipality of Waterloo (655 King Street West, Kitchener)

q) Part of Lot C, Plan 9 being Part 18 on 58R-17373, City of Kitchener, Regional Municipality of Waterloo (765 King Street West, Kitchener)

r) Part of Lot 15, GCT and Part of Lot 25, Subdivision of Lot 15, GCT being Part 1 on 58R-17373, and Part of Lot 25, Subdivision of Lot 15, GCT, being Part 2 on 58R-17373, City of Kitchener, Regional Municipality of Waterloo (800 King Street West, Kitchener)

s) Part of Lots 13 and 14 Subdivision of Lot 15 GCT; Part of Linwood Avenue, Plan 413; Part of Lot 29, Subdivision of Lot 15 GCT and Part of Linwood Avenue, Plan 413 being Parts 3, 4, 5 and 6 on 58R-17373, City of Kitchener, Regional Municipality of Waterloo (760 King Street West, Kitchener)

t) Part of Lot 26, Municipal Complied Plan of Lot 15, GCT being Part 4 on 58R-17367, City of Kitchener, Regional Municipality of Waterloo (824 King Street West, Kitchener)

u) Part of Lot 16, Plan 376 Part 2 on 58R-17368, City of Kitchener, Regional Municipality of Waterloo (670 King Street West, Kitchener)

v) Part of Lot 38 Plan 377 being Part 15 on 58R-17368, City of Kitchener, Regional Municipality of Waterloo (5 Agnes Street, Kitchener)

w) Part of Mount Hope Cemetery, Plan 385 being Part 1 on 58R-17367, City of Kitchener, Regional Municipality of Waterloo (835 King Street West, Kitchener)

x) Part of Lane, Plan 385 Abutting Lot 311, being Part 3 on 58R-17367, City of Kitchener, Regional Municipality of Waterloo (King Street at Green Street, Kitchener)

y) Part of Lots 39, 40 and 41, Plan 377 being Parts 11 & 12 on 58R-17373, City of Kitchener, Regional Municipality of Waterloo (709 King Street West, Kitchener)

z) Part of Lots 309, 310 and 311, Plan 385 being Part 2 on 58R-17367, City of Kitchener, Regional Municipality of Waterloo (828 King Street West, Kitchener)

aa) Part of Lots 8, 9, and 12, Subdivision of Lot 15, GCT and part Lot D, Registered Plan 9, being Parts 19, 20 and 21 on 58R-17373, City of Kitchener, Regional Municipality of Waterloo (787 King Street West, Kitchener)

bb) Part of Lots 42 and 43, Plan 377 being Part 14 on 58R-17373, City of Kitchener, Regional Municipality of Waterloo (727 King Street West, Kitchener)

c) Part of Lot 53, Plan 376 being Part 3 on 58R-17368, City of Kitchener, Regional Municipality of Waterloo (624 King Street West, Kitchener)

dd) Part of Lots 41 and 42, Plan 377 being Part 13 on 58R-17373, City of Kitchener, Regional Municipality of Waterloo (723 King Street West, Kitchener)

ee) Part of Lots 31 and 32, Plan 377 being Part 8 on 58R-17368, City of Kitchener, Regional Municipality of Waterloo (647 King Street West, Kitchener)
ff) Part of Lots 22, 23, 24, and 25, Plan 377 and Part of Lot 112, Streets and Lanes being Part 5 on 58R-17368, City of Kitchener, Regional Municipality of Waterloo (607 King Street West, Kitchener)

gg) Part of Lot 25, Plan 377 being Part 6 on 58R-17368, City of Kitchener, Regional Municipality of Waterloo (617-621 King Street West, Kitchener)

hh) Part of Lots 287 and 288, Plan 385 being Part 2 on 58R-17317, City of Waterloo, Regional Municipality of Waterloo (240 King Street South, Waterloo)

ii) Part of Lots 34 and 35, Plan 377, being Part 16 and 17 on 58R-17368, City of Kitchener, Regional Municipality of Waterloo (667 King Street West, Kitchener)

2. Serve notices of the above application(s) required by the Expropriations Act;

3. Forward to the Chief Inquiry Officer any requests for a hearing that may be received;

4. Attend, with appropriate Regional staff, at any hearing that may be scheduled;

5. Discontinue expropriation proceedings or any part thereof, in respect of the above described lands, or any part thereof, upon the registration on title of the required documentation to complete a transaction whereby the required interests in the lands are conveyed; and

6. Do all things necessary and proper to be done, and report thereon to Regional Council in due course.

CARRIED

TRANSPORTATION

l) E-12-015, Intelligent Transportation Systems (ITS)

Thomas Schmidt, Commissioner, Transportation and Environmental Services, provided introductory comments.

A member expressed the significance of the Integrated Traffic Systems Management Centre (ITMSC) and felt that sufficient resources should be allocated to the ITMSC indicating that. It was noted that residents are expecting well managed traffic and the importance of this system will increase as the Region’s population increases. Staff advised that a review of the traffic systems was underway and they would be coming forward with a report.

Received for information.

WATER

m) Fountain Street North and Maple Grove Road Area Water Supply Class Environmental Assessment Study – Public Information Centre #2 Package

Received for information.
WASTE MANAGEMENT

n) E-12-023, Consultant Selection for the Waste Management Master Plan

MOVED by K. Seiling
SECONDED by L. Armstrong

THAT the Regional Municipality of Waterloo enter into a Consulting Services Agreement with Golder Associates Ltd. of Whitby, Ontario, to provide consulting services for the Waste Management Master Plan (WMMP), at an upset limit of $402,081 plus applicable taxes, as per Report E-1 2-023, dated February 28, 2012

CARRIED

INFORMATION/CORRESPONDENCE

a) Memo from Planning, Housing and Community Services re: Delegation from the Accelerator Centre – Item 2. a)

Received for information.

OTHER BUSINESS

a) Council Enquiries and Requests for Information Tracking List

Received for information.

D. Craig requested that Regional staff make a presentation to Cambridge Council with respect to the Fountain Street reconstruction proposal. Depending on the alignment of the roads, there may be impact on three properties which are of heritage significance.

J. Haalboom requested that the tracking list be amended to reinstate the item she requested with respect to pedestrian legislation with the Ministry of Transportation of Ontario.

J. Brewer requested that staff prepare a report regarding reducing the speed limit from 70 kilometers per hour (70 kms) on Can-Amera Parkway approaching the Roundabout at Conestoga Boulevard.

NEXT MEETING – March 20, 2012 at 1:00 p.m.

ADJOURN

MOVED by J. Haalboom
SECONDED by L. Armstrong

THAT the meeting adjourn at 11:01 a.m.

CARRIED

COMMITTEE CHAIR, J. Wideman

COMMITTEE CLERK, J. Reid

1119061
REURBANIZATION
IN OUR COMMUNITY

A Presentation by the Reurbanization Working Group (RWG)
February 28, 2012
THE REURBANIZATION WORKING GROUP

• **Formed:** 2003

• **Objective:** Plan, foster and promote ideas within the Region of Waterloo with the purpose of facilitating changes that result in successful reurbanization projects within our community.

• **Membership:** Region of Waterloo, City of Cambridge, City of Kitchener, City of Waterloo, Perimeter Development Corporation, IBI Group, Stantec, Apco Developments, University of Waterloo, Coldwell Banker Peter Benninger Realty, Robson Carpenter LLP, Conestoga Rovers, and Activa Group.
PURPOSE OF THE PRESENTATION

- Generate awareness of the widespread and long lasting benefits of reurbanization in our communities
- Encourage political leadership for future reurbanization projects

- Historical Context and Future Growth Forecasts
- Legislative Framework – Implementing A New Growth Model
- Successful Projects & Community Benefits
- Key Messages
HOW HAVE WE GROWN IN THE PAST?

- Between 1941 – 2011, Region’s population grew by 550%.
- During same period, footprint of the built urban area grew by nearly 1,000%, more than twice the population growth, but stabilized over the past 10 years.
Forecasts expect significant future growth
• Total population = **729,000** by 2031
• **200,000** new residents by 2031 (37% growth)
• **78,000** new jobs by 2031 (27% growth)

**INTERESTING FACT:**
If the 2001 population/land ratio was held constant, the Region would need approximately 11,600 additional hectares of land (= to 26,000 football fields) to accommodate the population in 2031

• **How** and **where** will our Region accommodate these new people and jobs by 2031?
• We need a new approach to growth management…
LEGISLATION:
NEW APPROACH TO GROWTH MANAGEMENT

Provincial Policy
Provincial Policy Statement (2005)

Regional Plans and Policy
Adopted Regional Official Plan (2009)
SO, WHERE ARE WE GOING?

- This new legislation directs and supports growth to the built up areas, while enriching the character and quality of these urban areas.

- This means **Reurbanization**!
WHAT IS REURBANIZATION?

- Infill
- Intensification
- Adaptive reuse
- Redevelopment
WHAT DOES IT LOOK LIKE?

- Improvements to the public realm
- High quality design and architecture
- Compatible with/sensitive to surrounding context
- Variety of scales (low-rise to high-rise)
- Variety of densities (medium to high)
- Variety of uses (residential, commercial, institutional)
- Pedestrian friendly
WHAT MAKES A REURBANIZATION PROJECT SUCCESSFUL?

- Contributes to vitality of neighbourhood
- Improves public realm or streetscape
- High quality architecture and design
- Sensitive to surrounding context
- Pedestrian friendly and transit-oriented
- Long term / Sustainable construction
- Flexible / Adaptable to other uses
- Brings new life into old buildings (conversions)
- Profitable
- Market demand
SO, WHAT ARE THE KEY INGREDIENTS?

- Political Leadership
- Public Support
- Supportive Policy Framework
- Investment by Private Sector
- Efficient Approvals Process
- Publicly Funded Incentives/Programs
- Public Private Partnerships
- Civic Projects
- Rapid Transit and other Transit Investments
THANK YOU
CORNERSTONE INTERIORS
CAMBRIDGE – COMMERCIAL REUSE (FORMER WOOLCO)
SOUTHWORKS MALL
CAMBRIDGE – RETAIL CONVERSION (FORMER STEEL FACTORY)
THE GRIST MILL CENTRE
CAMBRIDGE – RETAIL CONVERSION (FORMER MILL)
QUEENS SQUARE TERRACE RETIREMENT HOME
CAMBRIDGE – RESIDENTIAL INTENSIFICATION
AMERICAN STANDARD CONDOMINIUMS
CAMBRIDGE – RESIDENTIAL CONVERSION (FORMER FACTORY)
TIGER LOFTS – AFFORDABLE HOUSING
CAMBRIDGE – RESIDENTIAL CONVERSION (FORMER FACTORY)
WELLINGTON SQUARE TOWNHOUSES
CAMBRIDGE – RESIDENTIAL INFILL
GALT LITTLE THEATRE
CAMBRIDGE – COMMERCIAL REUSE (FORMER CHURCH)
CITY CENTRE
CAMBRIDGE – INSTITUTIONAL INFILL (LEED CERTIFIED)
CAMBRIDGE CENTRE FOR THE ARTS
CAMBRIDGE – INSTITUTIONAL INFILL
THE KAUFMAN LOFTS
KITCHENER – RESIDENTIAL (FORMER SHOE FACTORY)
THE LOFTS + TOWNS ON MANSION
KITCHENER – RESIDENTIAL CONVERSION (FORMER BOOT FACTORY)
BREAD + ROSES CO-OPERATIVE HOUSING
KITCHENER – RESIDENTIAL CONVERSION
HOUSE OF FRIENDSHIP
KITCHENER – RESIDENTIAL CONVERSION
ARROW LOFTS
KITCHENER – RESIDENTIAL CONVERSION (FORMER FACTORY)
THE INTOWNS
KITCHENER – RESIDENTIAL BROWNFIELD REDEVELOPMENT
SHOPPERS DRUG MART ON KING STREET
KITCHENER – MIXED USE CONVERSION (FORMER MOVIE THEATRE)
THE TANNERY DISTRICT
KITCHENER – MIXED USE CONVERSION (FORMER FACTORY)
BENTON + CHARLES PARKING STRUCTURE
KITCHENER – INFILL WITH RETAIL
STANTEC OFFICE
KITCHENER – OFFICE INTENSIFICATION (FAILING MALL)
MANULIFE FINANCIAL
KITCHENER – OFFICE CONVERSION (FORMER SHOPPING CENTRE)
209 FREDERICK STREET
KITCHENER – MULTI- TENANT OFFICE BUILDING (REDEVELOPMENT)
CONRAD CENTRE + THE MUSEUM
KITCHENER – ENTERTAINMENT + CIVIC CONVERSION
WILFRID LAURIER UNIVERSITY
FACULTY OF SOCIAL WORK
KITCHENER – CONVERSION (FORMER SCHOOL)
UNIVERSITY OF WATERLOO
SCHOOL OF PHARMACY
KITCHENER - REDEVELOPMENT (FORMER TIRE MANUFACTURING PLANT)
72 VICTORIA STREET
KITCHENER – OFFICE CONVERSION (FORMER INDUSTRIAL BLDG)
UNION STREET AFFORDABLE TOWNHOUSES
WATERLOO – RESIDENTIAL INTENSIFICATION
CAMELOT TOWNHOUSES
WATERLOO – RESIDENTIAL INTENSIFICATION
WILFRID LAURIER KING ST. RESIDENCES
WATERLOO – INSTITUTIONAL INTENSIFICATION
PERIMETER INSTITUTE FOR THEORETICAL PHYSICS + ADDITION
WATERLOO – RESEARCH (INFILL)
SAUCIER + PERROTTE ARCHITECTS
CENTRE FOR INTERNATIONAL GOVERNANCE INNOVATION + BALSILLIE SCHOOL OF INTERNATIONAL AFFAIRS (under construction)
WATERLOO – CONVERSION + NEW CONSTRUCTION
THE BAUER LOFTS + COMMERCIAL OFFICE UNITS
WATERLOO – REDEVELOPMENT
THE 42
WATERLOO – RESIDENTIAL / COMMERCIAL INFILL
SEAGRAM LOFTS
WATERLOO – RESIDENTIAL CONVERSION
ONTARIO TABLE + CHAIR BUILDING
WATERLOO – 19 STOREY REDEVELOPMENT

Graphic: Mady Development Corporation and Turner Fleisher Architects Inc.
ALEXANDRA LOFTS
WATERLOO – CULTURAL PRESERVATION
10 REGINA STREET NORTH
WATERLOO – OFFICE / RETAIL COMPLEX
KING STREET REDEVELOPMENT
WATERLOO – MIXED USE INTENSIFICATION (FORMER STRIP MALL)
Success Starts Here
Waterloo Accelerator Centre

295 Hagey Blvd.
Waterloo, Ontario
Canada N2L 6R5
519.342.2400
www.acceleratorcentre.com
About Us

- Opened May of 2006
- 24,000 sq ft

Partners:
- Federal and Provincial governments
- Regional Municipality of Waterloo, and the City of Waterloo
- University of Waterloo
  - UWaterloo – agreed to host an incubator for 25 years
Specifically, candidates should:

• be a for-profit business in a technology field;

• have a proprietary product or service that can be commercialized within 12 months;

• Be a start-up or an existing small business

• have a basic business plan or a written description of a business and a financial forecast;

• have a management team in place;

• be well-suited as a business to benefit from the Accelerator Centre services and environment;

• have the ability to pay the Accelerator Centre's fees

• have potential for positive economic impact on the community
Mentoring Resources

Entrepreneurs in Residence (EIRs)
- Jointly operated group with Communitech
- Lead mentor for each company

In-house Mentors
- Sales
- Human Resources
- Technology
- Finance
- Communication/PR

Entrepreneur Council (Volunteers)
- 1-2 per company
- Review each company quarterly
Other education/resources

- Lawyers and Accountants
  - No charge consultations

- CEO roundtables
  - Guest speaker

- “Lunch and Learn” events
  - Based on current issues, client requests or recurring themes from quarterly review meetings
Measurements

Clients monitored for advancement in six areas on a quarterly basis:

- Sales and Marketing
- Human Resources
- IP/Technology
- Legal/Governance
- Accounting
- Funding requirements

Progress in these areas determines exit timing
Digital Media and Mobile Accelerator

- AC contracted by Communitech to manage incubation process from intake to exit
- AC working with other communities in a similar fashion, including Australia, Czech Republic, Barrie, ON
Early Stage Start-up

Flexible office space

Hoteling

Hot desk space

Access to global leaders in mobility, software, hardware development

accelerator centre®

generation & the HUB
Free & Paid Services

Customized mentoring programs designed by Executives in Residence

Milestone management by assigned Accountability Officers

R&D capacity including on-site prototyping and testing

Access to HUB learning and development
International Awards

The Technopolicy Network – Stockholm Sweden
2009 “Best Science Based Incubators”
• 2nd Fastest Growth
• 2nd Most promising
• 2nd Best practices
• 2nd Overall

The Technopolicy Network – Stockholm Sweden
2008 “Best Science Based Incubators”
• 1st Best practices
The Accelerator Center is a world-renowned, award-winning center dedicated to nurturing technology entrepreneurship and providing high-potential entrepreneurs in high tech with the right support for turning their ideas into businesses. Established in 2006, it was made possible through funding from Federal and Provincial Governments, Ontario Centers of Excellence, the Regional Municipality of Waterloo, the City of Waterloo and the University of Waterloo, along with industry and academic partners.

Aptly named, the Accelerator Center is focused on accelerating the growth and success of its client companies—fledgling start-ups from a variety of technology sectors. The Center’s team of advisors and mentors provide a range of support services and education programs, enabling client companies to move to market faster, create jobs and stimulate economic activity. As home to more than 25 technology start-up companies, the Accelerator Center has become the nexus for Waterloo’s innovation community.

The impact of this initiative is remarkable in such a short period: client companies have received $40 million in external funding, generated $20 million in revenue, and created more than 400 jobs, while the Center’s 200 volunteer advisors and mentors have delivered 12,000 hours of mentorship and 1,200 hours of educational services.
A Message from our CEO & COO

Tim Jackson, left
Tim Ellis, right

In this report to shareholders, we are pleased to look back upon our successes of the past year and to share with our community of clients, supporters, funders and volunteers some of the key performance indicators that showcase our continued success in fostering early-stage technology start-ups.

Expansion of Services and the Accelerator Program

In October 2010, we entered into an agreement with Communitech to extend the award-winning mentorship and advisory services that have traditionally been made available at the Accelerator Centre (AC) to start-up companies located at The Communitech Hub. With our program no longer being fixed to a specific location, our unique service offering was rebranded as the “Accelerator Program,” a move that offers us greater flexibility to serve a broader number of start-ups in multiple locations and markets.

Growth and Momentum

Year over year, our key performance indicators show dramatic growth for the Accelerator Program, as evidenced by the metrics highlighted in this report. In just one year, the AC and Hub companies collectively have more than doubled our metric for revenue generated since inception from $20 million to $43 million. With five full years of operation now under our belt and both facilities at full capacity, we are turning out an ever-growing number of graduates from the Program. At the end of 2010, we had graduated 9 companies in total. One year later, our graduate number sits at 19. Our in-residence and graduate companies are responsible for the creation of more than 600 jobs.

Of particular note is the success achieved by one of the first companies to graduate from our Accelerator Program, Miovision Technologies, a provider of intelligent solutions for the global transportation market, now employs more than 70 people with plans to add more. The company serves more than 200 customers worldwide and opened its first international office in Cologne, Germany in 2011. It is also exciting to see Miovision CEO Kurtis McBride giving back to the Accelerator Program in a mentorship role and as a member of our board of directors.

Recognition at Home and on the World Stage

The international recognition we spoke about in last year’s stakeholder report continued in 2011. As word of our success in Canada has grown, we find our expertise in cultivating technology start-ups is in great demand across North America and around the world. We have received invitations from England, France, Russia, China, Mexico, Japan and Scotland to share our best practices and experience with academic institutions and emerging incubation facilities. In early summer, Accelerator Program COO Tim Ellis spent several weeks with counterparts in Wellington, Australia doing knowledge transfer. With international interest in our expertise growing by leaps and bounds, we can readily see a future where “Accelerator Programs” prosper around the world, founded on the best practices developed and refined here in Waterloo Region. These future initiatives directly feed our long-term strategy for sustainability – allowing the Accelerator Program to partner with government, rather than be sustained solely through subsidy. However, our outreach efforts are not preserved solely for the rest of the world. At home, we embarked on an unique coaching effort with the Grand Valley Institution for Women where Accelerator Program advisors and Waterloo technology leaders engaged in four half day workshops on entrepreneurship, delivered to 12 women inmates to provide them with the tools to start their own business upon release. Finally, in November 2011, we were proud to have three of our resident companies selected to represent Canada at the G20 Young Entrepreneurs Summit (G20YES) held in Nice, France concurrent with the world’s G20 Leaders Summit. Accelerator Centre residents Avenir Medical, I Think Security, and Qaify joined Canada’s 35 person delegation at the conference. The Accelerator Centre was also prominently featured in a report titled at the G20YES entitled “The Power of Many.” In the report, prepared by leading business consulting firm McKinsey & Company, the Accelerator Centre was identified as one of 22 critical initiatives instrumental in shaping a “fertile entrepreneurial ecosystem” for starting and developing companies.

A Final Word

The momentum and success we have experienced over the last five years of operation would not have been possible without the hard work of our Accelerator Program team, and our supportive community of executive advisors, mentors and volunteers. The fact that the Accelerator Program’s work is being recognized internationally as best in class can be directly attributed to the efforts of these individuals. As you can see from the metrics included in this report, more than 250 volunteers have delivered upward of 15,000 hours of service to our Program since inception – a monumental contribution by any standard.

Tim Jackson, CEO
Tim Ellis, COO

Services

• On-site management expertise
• Mentorship
• Administration and infrastructure
• Education
• Networking
• Research support

Sectors Served

• Cloud computing
• Computer gaming
• Green energy
• Digital content delivery
• e-Commerce
• Healthcare technology
• Human resource software
• Mobile phone applications
• M2M technology
• Robotics
• Knowledge management
• Security
• Medical devices
• Web 3.0 communities

Facilities and Locations

50,000 square feet of space available for Accelerator Program clients divided between two facilities located within the Accelerator Centre in Waterloo’s David Johnston Research and Technology Park and The Communitech Hub in Kitchener’s historic Tannery Building.

About the Accelerator Program

Through the Accelerator Program, early-stage companies located at the Accelerator Centre and The Communitech Hub receive seamless support services, including access to office facilities, coaching and mentoring, education, connections to capital, networking, R&D support and outreach, talent recruitment, technology transfer assistance, and commercialization expertise, enabling technology start-ups to move to market faster, create jobs and stimulate economic activity.

the accelerator program

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― From day one, we have been immersed in an entrepreneurial atmosphere populated by growing and successful companies that is both infectious and motivating. We are constantly learning from our mentors, advisors and the other start-ups.‖
– Jay El-Kasaka, CEO, Sweet Tooth

―We have a wealth of resources at our fingertips. The Accelerator Program and its advisors and mentors are providing us with invaluable support, allowing us to quickly focus and refine our product and growth strategies.‖
– Jad Saliba & Adam Belsher, JADSoftware Inc.
SUCCESS IN NUMBERS

“The Accelerator Program is a hugely stimulating and exciting ecosystem, filled with fascinating people and technologies. As an early-stage company, we are able to tap into networking opportunities here that simply do not exist elsewhere.”

– Ben Bittrolff, CFO, Cyborg Trading Systems

19 graduate companies to December 31, 2011

45 companies currently in residence

15,000 hours of mentorship provided by in-house executives & mentors

250+ volunteer advisors & mentors

Eighty-four client companies to date

$72 million external funding received by client companies

$43 Million revenue generated by client companies

600 jobs created by client companies

1400 plus hours of educational services delivered

100% graduate companies have remained in Ontario; 84% graduate companies have remained in local community