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

Members absent: J. Mitchell

MOTION TO GO INTO CLOSED SESSION

MOVED by J. Brewer
SECONDED by R. Kelterborn

THAT a closed meeting of the Administration and Finance and the Planning and Works Committees be held on Tuesday, December 3, 2013 at 8:30 a.m. in the Waterloo County Room, in accordance with Section 239 of the Municipal Act, 2001, for the purposes of considering the following subject matters:

a) proposed or pending litigation and receiving of advice subject to solicitor-client privilege related to a matter before an administrative tribunal
b) proposed or pending disposition of land in the City of Kitchener.

MOTION TO RECONVENE INTO OPEN SESSION

MOVED by R. Deutschmann
SECONDED by B. Halloran

THAT the meeting reconvene into open session.

CARRIED

DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT

None declared.

DELEGATIONS

a) Pat Ranney and Linda Terry, Social Planning Council of Cambridge and North Dumfries, re: Fusion Centre

Linda Terry stated that she, Pat Ranney and, John Haddock were present to provide the Committee with an update on the progress that has been made in relation to the Fusion Centre and the future plans. She thanked the Region for a funding grant that had been provided in
2012. She explained that the Fusion Centre is designed to be a shared space for non-profit organizations and for for-profit businesses. She stated that shared spaces allow for tenants to share ideas and improves innovation and collaboration. This is done through the creation of community spaces that allow tenants and the community to meet in informal spaces and by designating someone to meet with tenants and organize different events.

L. Terry outlined the three year goals for the Fusion Centre and noted that they have had discussions with various organizations for possible funding or tenancy. She requested that the Region consider providing funding through the Regional Economic Development Office for the first three years with declining funds each year as the Fusion Centre becomes self-sufficient.

Chair S. Strickland asked what the actual numbers would be. L. Terry stated that they are requesting $145,000 in the first year. In response to a question from the Committee, J. Haddock noted that any for-profit companies would be required to pay rent at a market rate.

Chair S. Strickland thanked the delegation for their hard work over the past three years and their understanding that the Region is in a very tough budget year.

The Committee asked staff if conversations have been had with the delegation and what financial considerations have been made in relation to the request. Douglas Bartholomew-Saunders, Commissioner, Social Services, informed the Committee that staff had been contacted by the delegation and have had some discussions based on the previous funding provided by the Region. He noted that he had explained to L. Terry that this was a tough budget year and that he felt that the project had merit but that he thought it would be difficult, if not impossible, for the Region to fund the project this year.

MOVED by J. Brewer
SECONDED by T. Cowan

THAT the request from the delegation regarding funding for the Fusion Centre be referred to the budget process for further consideration.

CARRIED

Chair S. Strickland asked staff to create an issue paper on this request and bring it to the next budget session.

CONSENT AGENDA ITEMS

REQUEST TO REMOVE ITEMS FROM CONSENT AGENDA


J. Haalboom requested that item 6.d) P-13-125, Doors Open Waterloo Region 2013 Report be removed from the consent agenda.


R. Deutschmann stated that he is concerned about the high level of rural response times. He asked staff to explain how the addition of a Rural Emergency Response Unit (RERU) that was
Discussed in the budget would affect the rural response times. Stephen Van Valkenburg, Director/Chief EMS, explained that the addition of a RERU would stop the clock for response times and should lower the response times. Dr. Liana Nolan, Commissioner/Medical Officer of Health, noted that a station is in process of being relocated to the Phillipsburg area but that this should not have significant effects on response times in Wellesley Township.

In response to a question from the Committee, S. Van Valkenburg explained that the addition of the twelve hour ambulance in the last budget cycle is not seen in this update, but should have a positive affect on response times in the fourth quarter report. He also noted that the additional ambulance stops the response time clock and provides transportation while the RERU is only designed to get initial assistance on the scene.

D. Craig requested a report from staff on what is an acceptable response time for rural areas, why the response time in Cambridge is a minute and a half higher than those in Kitchener and Waterloo, why Cambridge has a significantly higher call volume than Waterloo, and what is needed to fix these issues.

Chair S. Strickland noted that the Emergency Response Time Working Group is mandated to look at these issues but that its work has been on hold until the new EMS Chief was hired and that they will begin working on these issues in the new year. Dr. Nolan stated that the Emergency Response Time Working Group is planning on bringing a report back in the new year and that she does not believe that the rural response times in the Region are much different than similar areas of the province.

R. Kelterborn stated that medical calls for the fire department in Wellesley Township have increased dramatically. He believes that Wellesley is supplementing the Region through the fire department.

T. Galloway informed the Committee that he believes that if the Ministry of Health consolidated the 911 system there would be an immediate reduction in response times. He noted that the province has not even appointed an observer to the Regional task force. Regional Chair K. Seiling stated that he was not aware that an observer had not been appointed and that he would follow up with the Ministry on this issue.

Received for information.

d) P-13-125, Doors Open Waterloo Region 2013 Report

J. Haalboom wanted to draw the Committee’s attention to the success of Doors Open Waterloo Region, namely that the number of people attending has doubled over the last ten years and that almost ten percent of the visitors are coming from outside of the Region. She asked if there was a theme and a date set for next year. Lucille Bish, Director, Community Services, stated that the theme is not set but that they are looking at incorporating a number of anniversaries and that it will be held on September 20, 2014.

Received for information.

MOTION TO APPROVE ITEMS OR RECEIVE FOR INFORMATION

MOVED by J. Brewer
SECONDED by T. Cowan
THAT the following items be received for information:

- Memo: Update: Replacement of Technology for Delivery of Social Assistance

CARRIED

REGULAR AGENDA RESUMES

REPORTS – PLANNING, HOUSING AND COMMUNITY SERVICES

a) PH-13-049, Proposed Changes to Smoke-Free Ontario Act

Sharlene Sedgwick Walsh, Director, Public Health, explained that the provincial government recently proposed changes to the Smoke Free Ontario Act and related regulations that include prohibiting smoking in playgrounds, sports fields and restaurant patios; restricting smoking on hospital grounds; and increasing fines for selling tobacco to youth. She explained that staff were working on this issue with the area municipalities when the proposed changes were announced.

In response to a question from the Committee, S. Sedgwick Walsh stated that the provincial government is seeking input on the proposed changes and Public Health intends to provide comments. Staff will be monitoring the situation and will report back on any developments. The Committee requested a report in March or April to update the Committee on any developments that have occurred.

MOVED by J. Wideman
SECONDED by T. Cowan

THAT the Regional Municipality of Waterloo send a letter of support to the Minister of Health and Long Term Care, copied to all local Members of Provincial Parliament, endorsing the proposed changes to the Smoke-Free Ontario Act, as outlined in report PH-13-049,

AND that the Regional Municipality of Waterloo also ask the Minister of Health and Long Term Care, to proceed with the proposed changes to the Smoke-Free Ontario Act as soon as reasonably possible,

AND that the Regional Municipality of Waterloo continue to monitor the Ministry’s progress towards the implementation of the proposed changes to the Smoke-Free Ontario Act, taking further action if needed,

AND that the Regional Municipality of Waterloo send a letter to each of the local municipalities advising them of the Province’s announcement and the Region’s plan to monitor the progress of proposed changes to the Smoke-Free Ontario Act.

CARRIED

b) PH-13-052, Emergency Preparedness Program Report

Dr. Hsiu-Li Wang, Associate Medical Officer of Health, explained that this is the first report for Public Health’s emergency preparedness program and it is now required under the Ontario Public Health Standards. The report provides an overview of the program and Public Health will provide regular updates to the Committee.
In response to a question from the Committee, Mike Murray, CAO, stated that staff will investigate the internet and cell phone signal capability in the Waterloo County Room in relation to emergency preparedness.

Received for information.

c) PH-13-053, Municipal Alcohol Policy – Update

S. Sedgwick Walsh introduced the report and stated that the purpose is to update the Committee on the large amount of collaboration that has occurred between the Region and the area municipalities. She noted that staff in each area municipality have developed a municipal alcohol policy that they will be presenting to their respective Councils.

Received for information.

REPORTS – SOCIAL SERVICES

e) SS-13-041, Purchase of Service Contract, Children’s Services

MOVED by T. Cowan
SECONDED by B. Halloran

THAT the Regional Municipality of Waterloo enter into a Service Contract effective January 1, 2014 with Bright Starts Co-operative Early Learning Centre INC., located at 200 University Ave., Waterloo, Ontario N2L 3G1 as outlined in report SS-13-041, dated December 3, 2013.

CARRIED

d) SS-13-040/F-13-113, 2014 Provincial Funding Allocation Children’s Services

D. Bartholomew-Saunders explained that the provincial government has committed to providing significantly more money for Children’s Services.

T. Galloway noted that staff are proposing reallocating the additional money between Children’s Services and reducing the tax levy. He explained that in the budget process he will be looking at the possibility of increasing the amount of money that is directed to the tax levy.

In response to a question from the Committee, Nancy Dickieson, Director, Children’s Services, explained that the Region is currently providing $3.2 million more to Children’s Services than is required by the provincial government. She also explained that on an annual basis there are approximately 3100 children that sign up for a subsidy but that there is only enough funding to provide a subsidy to 2800 children. With no increase in funding the wait list will continue at that rate. She noted that the indication from the province is that this funding will be ongoing and explained the impacts of the three options presented in the report.

*R. Deutschmann left the meeting at 10:41 a.m.

Regional Chair K. Seiling noted that the recommended option would expand the program and allow staff to address the fee subsidy wait list.

MOVED by T. Galloway
SECONDED by J. Brewer
THAT the Community Services Committee approve in principle and forward to the Budget Committee the following changes to the Preliminary 2014 Operating Budget for Children’s Services:

1. Increase provincial subsidy for Children’s Services by $2,630,609;
2. Increase 2014 operating expenditures for Children’s Services by $2,286,887 as follows:
   - Fee subsidy: $1,702,887
   - Fee subsidy administration: $84,000
   - Wage subsidy: $250,000
   - Special needs resourcing: $250,000;
3. Increase the 2014 staff complement for Children’s Services by 1.0 permanent FTE; and
4. Remove items #25 (part time caseworker), #26 (fee subsidy reduction) and #27 (wage subsidy) from the Budget Reduction Options set out in Appendix “F” to report F-13-106 dated November 20, 2013


CARRIED

f) SS-13-042, Seniors’ Services Community Service Enhancements

D. Bartholomew-Saunders explained that the Region is receiving money to expand the Alzheimer Overnight Respite Program and a separate increase of funds to allow the Region to take the lead on seniors community programs.

MOVED by J. Wideman
SECONDED by T. Cowan

THAT the Regional Municipality of Waterloo approve an increase to the 2013 Operating Budget for the Seniors’ Services Division of $10,367 gross ($125,000 annualized) and $0 net regional levy, to be fully funded by the Waterloo-Wellington Local Integration Network (WWLHIN) for the enhancement of the Alzheimer Overnight Respite Program;

AND THAT the 2013 Operating Budget for the Seniors’ Services Division be increased by $40,000 gross and $0 net regional levy, on a one-time basis for equipment and supply purchases related to the enhancement of the Alzheimer Overnight Respite Program;

AND THAT that the 2013 Operating Budget for the Seniors’ Services Division be increased by $55,000 gross and $0 net regional levy, on a one-time basis, to implement an integrated model of service for seniors day programs in Waterloo and Wellington regions, to be fully funded by the Waterloo-Wellington Local Integration Network (WWLHIN);

AND FURTHER THAT an increase of 1.76 full-time equivalents (FTE) be approved for the Seniors’ Services Division as of December 1, 2013, to increase the hours of care provided in the Alzheimer Overnight Respite Program as outlined in report SS-13-042, dated December 3, 2013.

CARRIED

REPORTS – PLANNING, HOUSING AND COMMUNITY SERVICES

g) P-13-124, Heritage Planning Advisory Committee - Proposed Revisions to Terms of Reference
J. Haalboom noted a typographical error in the second paragraph of the summary.

MOVED by J. Haalboom
SECONDED by L. Armstrong

THAT the Regional Municipality of Waterloo approve the revised Terms of Reference for the Heritage Planning Advisory Committee as described in Report P-13-124, dated December 3, 2013.

CARRIED

INFORMATION/CORRESPONDENCE

a) There were no items on the Council Enquiries and Requests for Information Tracking List

NEXT MEETING – Tuesday, January 7, 2014

ADJOURN

MOVED by T. Cowan
SECONDED by C. Millar

THAT the meeting adjourn at 10:47 a.m.

CARRIED

COMMITTEE CHAIR, S. Strickland

COMMITTEE CLERK, T. Brubacher
A Co working Shared Space Enterprise
Presented by: Linda Terry on behalf of Fusion Centre Board
Confidential December 2013
Co working: A place where People Share Office Space and Services while Creating a Community

Collaboration
Innovation
Co Create – Turn Ideas into Impact

Shared Space
Business Services

Community Networks Tribes

Events Engagement Knowledge Sharing

Serendipity Inspiration
Increasing the Capacity for Innovation and Collaboration in Cambridge & Waterloo Region

Mission: Fusion Centre Inc. is an affordable, dynamic, co-working space that provides a collaborative working and learning environment for organizations and individuals to engage, connect, innovate and enjoy.

<table>
<thead>
<tr>
<th>Create the Right Space:</th>
<th>Create a Community and Culture of Collaboration:</th>
<th>Bridging of Sectors:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shared space and services, enables individuals to focus on A. what is core to their success, and B. of social benefit to the community</td>
<td>A community and culture develops that leads to relationships, ideas exchange, collaboration, delivering of social innovation</td>
<td>Facilitate partnering, knowledge sharing and collaboration across multiple sectors including NFP, FP, Creative Sectors, etc.</td>
</tr>
</tbody>
</table>
Core Elements of Model: Mix of Space Options - Private Offices, Permanent and Hot Desks

Private Offices - traditional lockable office spaces

Permanent and Drop-In (Hot) Work Desks – lockable tenant stations and drop-in desks
Core Elements of Model: Create a Community Casual Spaces, Events and Engagement

**Living Room and Casual Meeting Spaces:**
- Shared space by all members, can act as informal work space
- Serves as important community space & smaller event venue
- Ideally adjacent to kitchen, open welcoming spaces with flexible furniture

**Community Kitchen & Community Animation:**
- Common Kitchen – supports common meals, event catering, etc.
- Community Animation – tenant engagement “weekly salad club”, events
Project History & Phases

Phase One
Concept development & validation, 5 Yr Plan

- Region of Waterloo Quantitative Research Study – strong appeal with a network of spaces recommended thru Region vs. single location
- SPCCND formed Committee – Trillium Grant obtained for Phase 1
- Co working Model finalized, Mission, Vision, 5 Year Business Plan developed
- Focus Group Research – Fusion Centre model validated “Just Get to It”

Phase Two
Incorporation & Building Infrastructure

- Region of Waterloo Funding and 2nd round of Trillium Funding
- Fusion Centre Incorporated as NFP – Board in place
- Marketing Plan, Branding strategy and messaging, web-site ready to go live
- Conestoga College students complete design renderings
- Outreach for funding sources & building options

Phase Three
Infrastructure, Funding & Implementation

- Concentrated focus on sourcing of funding for start-up capital and initial operational support
- Finalization of preferred building option, complete renovations
- Develop all operational elements required to go live
- Marketing, Sales and PR activities
- Implement
Benefits for Cambridge and the Region of Waterloo

- Unique way to organically develop and support small FP and NFP businesses - office building for those who have the talent and will to create their own jobs
- Win/Win – provides space for small businesses to connect, learn and collaborate with others; sets community and region apart from others
- Creates Community Loyalty - keeps talented individuals in community vs. commuting or moving to other centres, increased engagement in broader community well being
- Spurs Economic Development - creates a network for growth of sharing economy, spurs collaboration and creation of new innovative ideas and opportunities
- Pilot model for Regional Economic Development Office which supports emergence of Social Enterprises and Creation of a Network of Co working spaces across the Region. For example, in April 2013 City of Calgary’s Economic Development Office launched a new co working space EPIC.

Spurring economic development and cross-sector collaboration, increases community engagement leading workspace members to inject themselves into community issues.
End of Year 3 Operations: Full Tenancy; Self-Funding; 50%+ members formed “collaboration / partnership” together; recognized collaborative and “best practice” hub within Region

Directional Vacancy Levels

<table>
<thead>
<tr>
<th>Operation Year</th>
<th>Vacancy/Rental Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year One</td>
<td>50-70%</td>
</tr>
<tr>
<td>Year Two</td>
<td>70-85%</td>
</tr>
<tr>
<td>Year Three and Beyond</td>
<td>100%</td>
</tr>
</tbody>
</table>

Directional Financial Projections

<table>
<thead>
<tr>
<th>Year</th>
<th>Projected Profit Range after Operating Expenses (excluding debt obligations)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year One</td>
<td>($40,000-$60,000)</td>
</tr>
<tr>
<td>Year Two</td>
<td>($20,000 - $54,000)</td>
</tr>
<tr>
<td>Year Three</td>
<td>$0 - $10,000</td>
</tr>
<tr>
<td>Year Four</td>
<td>$10,000 - $20,000</td>
</tr>
<tr>
<td>Year Five</td>
<td>$20,000 - $30,000</td>
</tr>
</tbody>
</table>
# Two Major Areas of Funding Support

## Projected One Time Capital Costs – Directional Estimate

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interior Renovations excludes elevator</td>
<td>$190,000</td>
</tr>
<tr>
<td>Exterior Signage</td>
<td>$5,000</td>
</tr>
<tr>
<td>All Interior Furnishing &amp; Community Infrastructure Spaces for Centre</td>
<td>$90,000</td>
</tr>
<tr>
<td>Security System – 4 doors</td>
<td>$10,000</td>
</tr>
<tr>
<td>Conference and meeting equipment, office infrastructure...</td>
<td>$20,000</td>
</tr>
</tbody>
</table>

## Projected Operating Costs – Directional Yearly Estimate

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leasing Rates &amp; Maintenance ($15/sq.ft all in X 8,000 feet)</td>
<td>$127,000</td>
</tr>
<tr>
<td>Centre Staffing – 1.5 FTE</td>
<td>$90,000</td>
</tr>
<tr>
<td>Insurance</td>
<td>$10,500</td>
</tr>
<tr>
<td>Marketing &amp; Sales Promotion</td>
<td>$10,000</td>
</tr>
<tr>
<td>Professional Services ie. Legal, accounting (billing, audit, bookkeeping) ...</td>
<td>$30,000</td>
</tr>
<tr>
<td>Infrastructure Services ie. wireless, phone, office services &amp; supplies, software upgrades, tenant events ...</td>
<td>$25,000</td>
</tr>
</tbody>
</table>
Who are we presently reaching out to...

Funding Support:
- City of Cambridge – CAO, 2014 Budget
- Region of Waterloo – 2014 Budget
- Golden Triangle Angelnet - those interested in Social Enterprise
- Conestoga College Trades Group Project (depends on timing)

Initial Tenant Engagement:
- Early discussions with the United Way of Cambridge and North Dumfries as their lease ends mid 2014 as a potential anchor tenant for the Centre.

“Our current space does not meet our needs. We are interested in exploring if the Fusion Centre could meet our needs. The potential synergies of increased collaboration across the for profit and not for profit sectors is very attractive, but it would need to be managed effectively to maximize benefits. If funding support from the Region and City is obtained this would assist us greatly in making a decision. United Way is looking for a long term leasing opportunity that would centre it in historic downtown Cambridge. We are open to negotiating this with the Fusion Centre.” Ron Dowhaniuk, ED

- SPCCND is also looking to relocate in 2014 and has expressed strong interest in engaging as a tenant.
Proposed Regional Support

• Link Project into new Regional Office Economic Development Office. Growing small business support and interest in co working spaces, growth of emerging social enterprise segment and opportunity to develop best practice collaborative hubs across the Region.

• Provide funding for a percentage of projected Yearly Operating Costs on a declining graduated scale during the initial start-up years of the Centre.

Proposed Model: Year 1 - 50%; Year 2 – 40%; Year 3 – 30% with Regional contributions ending after this time. During this time period should the Centre become fully self sustaining it will advise the Region that funding is no longer required. Possibility of follow-up ask option for Year 4 – 20% and Year 5 - 10% as appropriate.
Appendix – Additional Information
## Co working Worldwide Trends

**Significant worldwide trends related to the evolution of co working:**

<table>
<thead>
<tr>
<th>Growth rate for co working spaces averaged 100% yearly for past 5 years</th>
<th>Presently 2500 co working spaces worldwide serving more than 110,000 US – 780+ spaces; Toronto 18 + spaces; K-W – 4+ spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evolution and Growth of Sharing Economy – leverages power of collaboration, community and online social networks</td>
<td>Forbes estimates 2013 individuals will earn more than $3.5 billion thru sharing economy. Examples: Car Share; Bike Share; Netflix; Sophia – peer to peer education; Co working – sharing space and services</td>
</tr>
<tr>
<td>Public sector engagement in co working space linked to economic development benefits, revitalization of core areas and youth knowledge hub benefits</td>
<td>Engagement and partnering by public sector at all levels in co working initiatives: Arizona – city of Chandler covered rent of building for 3 years; City Denver – Denver Shared Space Project; Tel Aviv opened two co working spaces managed and funded by municipality; City Paris France – financing 14 co working &amp; telecentre projects - $1 Million Euros per year; Belgium funding 3 separate co-working initiatives for 3 year time period; Australia – 62 co working spaces, numerous initiatives include: State Gov’t of Queensland and City of Perth funded $250,000+ towards Spacecubed in central business area; State Gov’t South Australia $800,000 grant for Hub Adelaide in disused building in central business area; 5 Regional development Committees in SE Queensland leading Digital Hub Network Project; City of Waterloo Mayor – actively engaged in early development of Hub Space initiative led by United Way</td>
</tr>
</tbody>
</table>
Effectiveness of the Co working Model

Centre for Social Innovation (Toronto) is a very unique and successful model operating 4 locations including most recently a New York Manhattan location:

- 71% tenants engaged in at least one joint project or business venture with another tenant
- 51% tenants purchased products or services from other tenants
- 71% tenants felt being part of CSI enabled them to work more effectively and efficiently
- 92% of tenants expanded their professional network

NFP Centre Network (Tides) Study on Collaboration – The Benefits and Impacts of NFP Centres:

- 80% have waiting lists, < less than 10% have vacancy levels above 10%
- 78% of tenants saw cost savings benefits, with 7% average savings annually
- 40%+ collaborated on projects with other tenants
- 86% saw improvements in efficiency and effectiveness
- Of Centres located in “economically distressed areas” – 40+% saw moderate to strong improvements on A. small business expansion and development, and B. on property development in the surrounding area where Centres located
Waterloo Region Study recommended a Network or Association of Centres

Centre for Community Innovation & Design (CCID) Waterloo Region completed a research study of 200+ small organizations regarding Co working Concept.

Key Findings included the following:

– Concept well received, **overall recommendation was for a network or association of Centres within Waterloo Region vs. single community location**

– Three key benefit themes of shared space Centre model: importance of reducing costs; benefit of making resources available to small enterprises through sharing; benefit of coming to work with or near others

– Cambridge chosen as 3rd location preference out of 7 options, even though vast majority of respondents located elsewhere within Region

– Opportunity to have a satellite office, and/or meeting or display space elsewhere within the Region on regular and irregular basis held strong community appeal

– **Unique point of differentiation – facilitating innovation and collaboration**
Further details on Fusion Centre Co-working Model

Physical – 8,000+ sq. feet downtown Cambridge: Permanent Offices, Permanent Desks, Hot Desks

- Focus on smaller organizations (< 10 employees) who attracted to culture of collaboration and innovation
- Standard Shared Services: Internet, Admin. services, Meeting rooms, etc.
- Added Value Services: Professional services, mentoring, education & learning sessions, etc.
- Self-Funding Model (outside capital costs)

Creation of a Community & Culture of Collaboration

- Emulate Toronto Centre for Social Innovation Model’s Theory of Change (Right Space = Caring Community = Social Innovation & Collaboration)
- Results in Concrete Change, Concrete Solutions
Participants in our focus group research told us “just get to it”

Focus group research held to validate the Fusion Centre concept and offering was positively embraced by potential clients who told us just to get on with our plans.

Summary of Findings include the following:

<table>
<thead>
<tr>
<th>Main considerations – space selection</th>
<th>Physical location – convenience, safety</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Building facilities – flexibility, technology</td>
</tr>
<tr>
<td></td>
<td>Collaborative environment – culture/vibe</td>
</tr>
<tr>
<td>Reaction to Core elements of Centre concept</td>
<td>Very positive and would consider renting</td>
</tr>
<tr>
<td></td>
<td>Liked culture elements as makes unique</td>
</tr>
<tr>
<td>Suggestions on how to create culture of collaboration</td>
<td>Encourage tenant involvement/engagement</td>
</tr>
<tr>
<td></td>
<td>Clear communication on tenant fit with Centre</td>
</tr>
<tr>
<td></td>
<td>Events, connections, create opportunities</td>
</tr>
<tr>
<td>Suggestions for additional services beyond the basics</td>
<td>Additional IT Tech support beyond wireless access</td>
</tr>
<tr>
<td></td>
<td>Learning and connecting events</td>
</tr>
<tr>
<td></td>
<td>Mentoring programs</td>
</tr>
<tr>
<td></td>
<td>Showcase local artists, community issues, etc.</td>
</tr>
<tr>
<td>Reaction to Proposed Product and Pricing Offer</td>
<td>Saw value in package and pricing reasonable</td>
</tr>
<tr>
<td></td>
<td>Liked flexibility of space options</td>
</tr>
</tbody>
</table>
The time is right as Cambridge continues to dynamically evolve and grow

Economic Development:

Key Areas of Focus – Advanced Manufacturing, Life Sciences, Environmental Design & Small Knowledge Based Industries

Downtown Core Revitalization:
. Perimeter Development revitalizing sections of downtown Galt
  . City Hall Leading Environmental Design
  . Drayton Festival opened in downtown Galt
  . Library development in historic site

Growing Education Base:
. Success of the School of Architecture & its growing role in world of design
. Establishment of expanded Conestoga College into Cambridge Community

Growing FP & NFP Base:
  . 70% businesses<10 employees, vast majority < 5
  . 340 listed NFP’s in Information Cambridge and North Dumfries Database
## Fusion Centre Board Members

<table>
<thead>
<tr>
<th>Individual</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kim Decker</td>
<td>Executive Director, YWCA Cambridge</td>
</tr>
<tr>
<td>John Haddock – President</td>
<td>CEO, YMCA Cambridge &amp; Kitchener Waterloo</td>
</tr>
<tr>
<td>Verlyn Rowett</td>
<td>Planned Lifetime Networks of Waterloo Region</td>
</tr>
<tr>
<td>Mike Shanks</td>
<td>CEO Waterloo Wellington Region Property Guys.com</td>
</tr>
<tr>
<td>Linda Terry - Secretary</td>
<td>Executive Director, Social Planning Council Cambridge and North Dumfries</td>
</tr>
<tr>
<td>Anne Tinker</td>
<td>Executive Director, Cambridge Shelter Corporation</td>
</tr>
</tbody>
</table>