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


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

Waterloo Council: B. Halloran, J. Henry, M. Whaley

Wellesley Council: R. Kelterborn

Wilmot Council: L. Armstrong, P. Roe

Woolwich Council: M. Bauman, B. Bryant, T. Cowan, 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.

Economic Development Studies

Chair Seiling advised the report prepared by the Chief Administrative Officers will be tabled at each area municipal Council.

a) Summary of Findings and Recommendations

Lee Parsons, Partner, Malone Given Parsons Ltd., appeared before the All Council meeting and provided a power point presentation on the Waterloo Region Economic Development Study: Assessment of Economic Development Services and the provision of Employment Lands. A copy of the presentation is appended to the original minutes. He highlighted the objectives, requirements for successful economic development, the need for a Waterloo Region economic development strategy and implementing organization and the need to ensure an appropriate employment land supply.
b) **CAO Recommendations and Next Steps**

Jim King, Chief Administrative Officer, City of Cambridge, provided a presentation on Economic Development in Waterloo Region – CAO’s Recommendations/Next Steps. A copy of the presentation is appended to the original minutes. Within the economic development framework, the CAO’s are recommending Option #3 with Option #2 as an interim step. They are recommending the creation of an office of Economic Development at the Region of Waterloo and the approval in principle of the creation of a new Waterloo Region Economic Development Corporation.

Mike Murray, Chief Administrative Officer, Region of Waterloo, highlighted the employment land development recommendations including: approve, in principle, amendments to the *Municipal Act* to allow the Region to participate in strategic land development; further investigation of the creation of a Special Purpose Corporation; and develop a plan to expedite the development of the East Side Lands. He gave an overview of the next steps which will require each CAO to report back to their individual Council for approval of the proposed recommendations. This will take place over the next 4 – 8 weeks.

Councillors had the following comments or questions:

- Retention of businesses
- Land development resources
- Incorporating CTT as international resource
- Timing for potential amendments to the *Municipal Act*
- Other examples of economic development corporations in the Province
- Public frustration with the two tier system of approvals and elimination of duplication and more effective business attraction
- Global nature of the proposal
- What happens if one or more Councils choose not to participate
- Developing designated land for employment purposes or further development into farmland
- Positive report that needs to be implemented by consensus
- Problems with assessment system for agricultural land
- Timeline for implementation
- Immediate benefit and being fair and equitable

M. Murray provided closing comments and the need to invest time now to build consensus to build the strategy.

Chair Seiling thanked everyone for their involvement.

**Rapid Transit - Update**

Thomas Schmidt, Commissioner Transportation & Environmental Services, Region of Waterloo, provided a presentation which is appended to the original minutes. He highlighted the goals, purpose, project history, what is being built, locations, shaping the community, new/recent developments, major milestones and moving forward. He reviewed the vehicles, operations, station stops, GRT integration, procurement process, brand name – ION, ongoing initiatives, next steps, public consultation.

A question was raised as to how much has been spent to date on the Rapid Transit project. T. Schmidt estimated there has been between $20 – 30 million spent to date. Another inquiry was...
made as to whether there will be free wi-fi and T. Schmidt responded they are looking into this but it was not part of the RFP.

A request was made that all presentations be made available to all members of Council.

**Waterloo Region Hospitals - Update**

Patrick Gaskin, President & Chief Executive Officer, Cambridge Memorial Hospital, appeared on behalf of all three hospitals and was joined by Malcolm Maxwell, President & Chief Executive Officer, Grand River Hospital, and Don Shilton, President, St. Mary’s Hospital. P. Gaskin stated there is a strong health care system in Waterloo Region. They provided a presentation which is appended to the original minutes. The presentation gave an overview of Ontario’s hospital performance vs. Canada, overview of Waterloo Region hospitals, what’s working well, emergency department/off load delays, current and future challenges.

There were questions about a satellite dialysis clinic in Cambridge for which discussions are ongoing; emergency room wait times and the successful website pilot project at St. Mary’s Hospital. This will be implemented at Grand River in the future. There was further discussion about joint fundraising initiatives.

**Other Business**

D. Craig raised the issue of grass cutting and the elimination of the program by the Region. F. Monteiro expressed concern with the Regional decision and questioned how the City of Cambridge will enforce their by-law to the general public if the Region doesn't look after their property. There was further discussion about the decision and many area councillors requested the Region to take a look at this matter.

**Closing Comments**

K. Seiling thanked everyone for attending today.

**ADJOURN**

The meeting adjourned at 4:05 p.m.

CARRIED

**REGIONAL CHAIR, K. Seiling**

**DEPUTY REGIONAL CLERK, L. Wetzel**
Waterloo Region Economic Development Study: Assessment of Economic Development Services and the Provision of Employment Lands

Presentation by:
Lee Parsons
Rob Milligan
Gráinne Fahy

May 2nd 2013
Presentation Themes

1. Objectives of the Assignment.
2. Requirements for Successful Economic Development.
4. Need for an Implementing Organization.
5. Need to Ensure an Appropriate Employment Land Supply.
Objectives of The Assignment

- Is the current framework for the governance and delivery of economic development meeting the needs of the regional economy?
- What other options should be considered?
- In particular, how can the constituent Municipalities ensure that there is a continual renewal of the available supply of employment lands?
The Strengths & Attributes of Waterloo Region Economic Development

- A commitment among stakeholders to working towards a successful economic region.
- Willingness to embrace change and to coordinate efforts to improve efficiency and benefit the region as a whole.
- Talented and committed professional staff and organizations.
- Thriving business clusters.
- Exceptional educational institutions.
- A regional economy that is performing well relative to its Ontario competitors.
- Future growth pressures from the GTA.
Observations & Gaps of Waterloo Region Economic Development Framework

- The current system is not fully meeting the needs of the regional economy.
- Absence of a regional approach to economic development.
- A gap in available data.
- Inconsistent marketing approach.
- A lack of resources, particularly in the rural municipalities.
- Trust issues.
- An unclear understanding of stakeholder involvement in economic development.
Requirements for Successful Economic Development

OUTCOMES
- Coherent economic development strategy.
- Strong brand for the region that resonates and differentiates.
- Successful attraction of new companies across all key clusters.
- Facilitate growth and retention of existing companies.
- Expansion of the tax base.
- Achievement of broad community vision.
- More high paying stable jobs.
- Ensure a sustainable growing economy.

STRATEGIES
- Marketing and Branding
- Business Community Relations
- Land
- Financial Resources
- Advocacy
- Talent Development

FOUNDATIONS
- Analysis
- Consensus
- Governance and Organization
Need for a Waterloo Region Economic Development Strategy

- Waterloo Region Economic Development Strategy to include:
  - Marketing & Branding;
  - Business Community Relations;
  - Land;
  - Financial Resources;
  - Advocacy;
  - Talent Development;
  - Governance and Organization;
  - Implementation Plan.

- Office of Economic Policy (OEP) to be established at the Region of Waterloo, to coordinate development of a Waterloo Region Economic Development Strategy in conjunction with Local Municipalities and stakeholders.
Need for an Implementing Organization

• Waterloo Region Economic Development Corporation (WREDC) implements the Waterloo Region Economic Development Strategy.
• CTT is incorporated into WREDC or CTT mandate is expanded.
• Mandate:
  • Strategic marketing and rebranding of Waterloo Region;
  • Employment land marketing;
  • Business and talent attraction and development;
  • Business community relations;
  • Business retention;
  • Advocacy of economic development;
  • Regional data collection, analysis and publication.
• Governance:
  • A non-profit organization jointly owned by all 8 Municipalities;
  • Public and private sectors represented on the Board of Directors;
  • Service agreements reached between WREDC and 8 Municipalities.
• Local Municipalities maintain responsibility for specific local economic development functions.
Need to Ensure an Appropriate Employment Land Supply

• Required: a continuous inventory of vacant employment land that is designated, serviced, available for sale and immediate use, with an appropriate spectrum of location, size, and price.
• A mixed public and private approach.
• Municipalities continue to own and manage non-strategic employment lands.
• Over time, responsibility for land development transfers to the private sector.
• A Special Purpose Corporation should be established to develop strategic employment lands.
• Mandate:
  • To develop strategic employment lands on the East Side, lands adjacent to the Region of Waterloo Airport, and other lands as deemed appropriate.
• Governance:
  • Owned jointly by 8 Municipalities;
  • Governed by professional Board of Directors and responsible to the municipal shareholders;
  • Requires a Municipal Act amendment; and,
  • Funded initially by 8 Municipalities.
Looking Ahead

• Waterloo Region has a unique and powerful mix of assets that need to be fully deployed.
• Waterloo Region is set to become an increasingly attractive location for new & expanding business relative to the Western GTA Municipalities.
• The employment land supply in the western GTA region will become constrained.
• A Regional Economic Development Strategy is needed immediately.
• A renewed consensus on goals, actions, responsibilities, and governance is essential.
• The Strategy must be: visionary; creative; local; global; leading edge; assertive; proactive; effective; results orientated; trusted; understood; shared; inclusive; and values based.
Economic Development in Waterloo Region
CAOs Recommendations / Next Steps

Presentation to
All-Council Meeting

Thursday, May 2, 2013
Economic Development Framework

- Option #3 – Creation of a New Waterloo Region Economic Development Corporation with Option #2 – Creation of an Office of Economic Development at the Region as an Interim Step While Option #3 is being implemented
Economic Development Framework

• Approve the creation of an office of Economic Development at the Region of Waterloo

• Approve, in principle, the creation of a new Waterloo Region Economic Development Corporation, subject to the development and approval of a detailed implementation plan
Employment Land Development

• Approve, in principle, pursuing changes to the Municipal Act, which would allow the Region to participate in strategic land development, subject to a more detailed report to each municipal council about how this could be accomplished

• Investigate further the creation of a Special Purpose Corporation to develop strategic employment lands in Waterloo Region

• Develop a plan to expedite the development of the "East Side lands"
Next Steps

• Each CAO to report back to their individual Council for approval of recommendations proposed by CAOs and subsequent study/report(s) back on implementation of recommendations
Region of Waterloo

Rapid Transit Update
Rapid Transit Goals

MOVE PEOPLE

SHAPE OUR COMMUNITY
Why Rapid Transit?

- **Regional Transportation Master Plan**
  - Road expansion alone – not a realistic or affordable solution
  - Need for greater passenger capacity
  - Control urban growth

- **Rapid transit will...**
  - Move people
  - Create transportation choice
  - Shape our community
  - Manage urban growth
  - Protect our countryside
  - Better the environment
Project History

- RGMS Released: 2003
- Prov. and Fed. Funding Commitments: 2010
- Council Approves Rapid Transit Technology: 2006
- LRT and aBRT Routes Approved: Spring 2011
- RFQ Release: October 2012
- Transit Project Assessment Process Completed: May 2012
- RFQ Shortlisting: February 2013
What are we building?

- **Stage 1**
  - LRT from north Waterloo to south Kitchener (19 km)
  - aBRT from south Kitchener to downtown Cambridge
  - Capital cost $818M ($2014)
  - Construction start 2014/2015; completion 2017

- **Cost Sharing**
  - Region - $253M
  - Provincial - $300M
  - Federal – 1/3 up to $265M
Significant Momentum

- **Transit Ridership Increasing**
  - More than doubled since 2000
  - Up 9% in 2011

- **Intensification Increasing**
  - 55% of residential development within existing urban area (up from 15% in 2003)
  - Significant commercial development occurring and / or planned around station areas
One of Canada’s fastest growing communities.

1973 - 268,000
2011 - 543,700
2031 - 729,000
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
New/Recent Developments

- Bridgeport 42
- Waterscape
- The Barrel Yards
- The Tannery
- One Vic
- Red Condos
Major Milestones – 2012

✓ LRT Procurement & Delivery Option Identified
✓ Transit Project Assessment Completed
✓ Vehicle Procurement Strategy
✓ Land Acquisition
✓ Retained External Advisors
Priorities for 2013

- Procurement process
- aBRT station stops
- Utility relocations
- Public consultation – including Brand name
- Adjacent land use development
- Mitigate impacts on residents, businesses & events
LRT – The Vehicles

- Initially one-vehicle trains
- Platforms designed for two
- One vehicle
  - 5 articulated sections
  - 2 cab, 3 coach
- 100% low-floor
  - 1st in North America
- Maximum speed: 70 km/h
- Capacity: 200 passengers/vehicle
- Vehicle length: approximately 31m
LRT – Operations

- Runs in its own rapidway
- Proof of payment system
- Frequency
  - 7.5 minutes (rush hour)
  - 10-15 minutes (off-peak)
- Transit Signal Priority at signalized intersections
- Signals pre-empted by emergency vehicles

Ballasted

Embedded
aBRT – Operations

- Operates in mixed traffic
- Bus bypass shoulders
- Signal prioritization
- Queue jumping at intersections
- Limited stop service
- Enhanced platforms
- Frequent, convenient and comfortable service
aBRT/LRT Station Stops

- **Share a Set of Common Elements**
  - **Functional:** Ticket Vending Machines, Passenger Information Displays, System-wide Map, Bike Racks
  - **Customized:** Landscaping, Public Art, Overall Themes
  - **aBRT Station stops:** Region will design & build
  - **LRT Station Stops:** DBFOM Consortium
**GRT 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
    - 2013: University
    - 2015: Victoria/Highland
    - 2017: Ottawa, Maple Grove
  - Phased-in aBRT launch
  - Common fare payment system
Procurement Process – March 2013

- **Staff recommendation to Regional Council**
  - Pre-qualify three DBFOM teams
  - Based on RFQ evaluation

- **Major milestone for the Project**

- **Each of the three short-listed teams demonstrated:**
  - Strong financial position from all equity providers
  - Relevant experience on similar projects
  - Practical approach and experience for design and construction, maintenance and operational challenges
Procurement Process – Next Steps

- CCM – Commercially Confidential Meetings
- DPM – Design/Technical Meetings
- PP – Preferred Proponent
Brand Name

The Wave

1 iXpress bus and train 2 wagon 123 4usWEOW – For us White Elephant on Wheels A Big Waste of Money Adele AERO agi A-LERT Allegro Alpha Alpha Rail Accelerator A-LRT/eLrt ARG – Advanced Rail Congestion Arline ARD Aro ATR – Across the Region Axon B – Billion Dollar Boondoggle Beaver Berlin and Waterloo Street Railway Berlin Express Blackberry Express Blue Line BOLD – Building on Links & Connections Bold Bolt BRISK Builder Buzz BMR – Bankruptcy Waterloo Region Car 200 Legacy Train Cash Grab Catalyst CAW/C CCT Central Line Central Rapid Centre Line CGTSA – Cambridge gets the shaft CHOP-CHOP clip – cities in networking xpress Cintex Cintex Kitchener C-Mute Conestoga Express Conestoga Line Conna NoGo Connect Connector Conner Cono-Fair Link Con-Track Core Line CORTS – Central Ontario Rapid Transit System CGOOG – Cambridge GOAL C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-GO C-G0

The Wave
WHY?

- Meets all of the Region's brand name criteria
- Represents the brand strategy and values

- Most preferred option during the public consultation process and final phone survey
  - Strong first impressions, word associations and overall impressions
  - Name matches brand values outlined

- Represents visionary goals of Rapid Transit
- Focused on movement, community transformation and innovation

- Serve the community now and in the future
- Will help attract new riders
- Sets a new standard for Rapid Transit branding
On-Going Initiatives

- Vehicle Procurement
- CN Rail
- Hydro One
- Utilities
- Stakeholder Consultation
- Traffic Operation
- Property Acquisition
- Finance
- aBRT/LRT Stops
- On-Going Community Engagement
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

- **Request for Proposals Release**
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.
Questions

For more information:
- 519-575-4757, ext. 3242
- rtinfo@regionofwaterloo.ca
- www.regionofwaterloo.ca/rapidtransit
Thank You
Brand Name Criteria

- **General Branding Criteria**
  - Meaningful and full of meaning (*unwrap multiple meanings/inspiration over time*)
  - Easy to pronounce, memorable, inspiring, distinctive/ownable

- **Region-Specific Criteria**
  - Aligned with brand foundation: *Healthy, Prosperous, Smart*
  - Works for both technologies: *aBRT and LRT*
  - Fits within existing brand family: *Region of Waterloo, Grand River Transit, iXpress*
  - Feels like a "Made in Waterloo Region" solution
  - Helps tell the RT story: *useful now and in the future (pre/post-construction)*
  - Short and sweet: *easy to identify as train/bus passes by*
  - Works beyond Cambridge, Kitchener and Waterloo: *connects townships, etc.*
Quantitative research, 305 participants

Yes, 88%

No, 12%

Before today, had you ever heard of a Rapid Transit service coming to Waterloo Region?
What are your perceptions of a Rapid Transit service being introduced to our Region? Are they...

- Very favourable: 25%
- Somewhat favourable: 22%
- Neutral: 31%
- Somewhat unfavourable: 8%
- Very unfavourable: 15%
First Impressions: ION

- Electricity
- Silly name
- Incorporates local industry
- Better than The Wave
- Energy
- Fast
- Love it
- Not relevant to Region
- Not relevant to transit
- Science
- Quick
- Computer technology
- High tech
- OK
- Futuristic
- Doesn't mean anything
- Just call it LRT
- Not unique
- Like it
- Technical
- Modern
- Movement
Results: Current & Future Transit Users

Current Transit Users

- PCC: 47% No, 50% Yes, 5% No Response
- Online: 43% No, 56% Yes, 1% No Response

Future Rapid Transit Users

- PCC: 20% No, 70% Yes, 0% No Response
- Online: 27% No, 71% Yes, 2% No Response
Matching the Brand: ION

Do the Region of Waterloo’s perceptions match your perceptions of “ION”?

- **Yes**, 66%
- **No**, 26%
- **Unsure**, 6%
- **No response**, 2%

- **Means**: going in Greek; is a net positive/net negative electrical charge, is always in motion and helps power the system
- **Feels**: innovative and tech-savvy, unique, action-orientated and efficient
- **Other Considerations**: links iXpress, salutes local ties to academic/scientific communities, heritage of electricity in the Region
Matching the Brand: The Wave

Do the Region of Waterloo’s perceptions match your perceptions of “The Wave”?

- **No**, 35%
- **Yes**, 55%
- **Unsure**, 8%
- **No response**, 2%

- **Means**: a transfer of energy from one point to another, a mass movement or widespread feeling, a friendly greeting
- **Feels**: Welcoming, fun and exciting, combines elements of arts and science
- **Other Considerations**: Clear water connection – natural link to the environment and the Grand River, Universal – for all ages, cultures
Final Perceptions: ION

What are your perceptions of the name “ION” for the Rapid Transit service? Are they...

- Very positive: 21%
- Somewhat positive: 27%
- Neutral: 24%
- Somewhat negative: 15%
- Very negative: 13%
What are your perceptions of the name “The Wave” for the Rapid Transit service? Are they...

- Very positive: 13%
- Somewhat positive: 27%
- Neutral: 30%
- Somewhat negative: 15%
- Very negative: 15%
Results: Preferred Option – ION

1. ION: First Impressions
   - Positive: clever, cool, reliable, energizing; Negative: cold, boring, too techie, not transit

2. ARC: First Impressions
   - Positive: intelligent, movement, strong, elegant; Negative: biblical, Noah, Joan, boring

3. TRIO: First Impressions
   - Positive: three cities, musical, safe, positive; Negative: limiting, lame, boring, old
ION

- **Meaning:**
  - Going in Greek; atom with a net positive/net negative electrical charge
  - Powers the system: Go+electricity = RT
  - Always in motion; movement
- **Feels:**
  - Innovative and tech-savvy; unique, action-orientated, efficient
  - Declarative statement: "I on!"
- **Other Considerations:**
  - Links to iXpress – family feel within Region’s transit system
  - Salutes local ties to academic/scientific communities; heritage of electricity
  - Included in: RegION, transportatION,
- **Concerns/Negatives:**
  - Saturn car; phone/hair care products
  - Eon = long time; iOFF; Apple

The Wave

- **Meaning:**
  - A transfer of energy from one point to another; free-flowing motion
  - A mass movement or widespread feeling
  - A friendly greeting; fun at sporting events
- **Feels:**
  - Welcoming; exciting and fun; combines elements of arts and science
  - Shares "W" of Waterloo Region
- **Other Considerations:**
  - Universal, for all ages, cultures, etc.
  - Water connection – natural tie to the environment and the Grand River
- **Concerns/Negatives:**
  - Waiver (skip/forgo); shock wave/tsunami; wave goodbye to your tax dollars
  - Name of transit systems in six other cities
Describing the Brand Name

If you could choose 3 words that you would use to describe the brand, what would they be?

- Science/chemistry: 31%
- Quick/efficient: 9%
- Particle/electron: 9%
- Electricity: 9%
- Modern/futuristic: 8%
- Energy: 8%
- Technology: 7%
- Interesting/innovative: 3%
- Car: 3%
- Other: 13%

- Water: 24%
- Fast/quick: 10%
- Ocean: 9%
- Beach/surfing: 9%
- Movement: 8%
- Hand gesture: 8%
- Silly/childish: 6%
- Wave pool: 5%
- Vacation: 3%
- Other: 18%

ION The Wave
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 – Deloitte & 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

<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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<tbody>
<tr>
<td>Percent</td>
<td>50%</td>
<td>50%</td>
<td>30%</td>
<td>40%</td>
<td>60%</td>
<td>60%</td>
</tr>
</tbody>
</table>

- % of Units Constructed Inside the BUA
- P2G Target (40%)
- ROP Target (45%)
Building for the Future

Figure 1: Total Value of New Construction, 2001-2011

<table>
<thead>
<tr>
<th>Year</th>
<th>Non-Residential</th>
<th>Residential</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>447,870</td>
<td>386,521</td>
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<tr>
<td>2002</td>
<td>570,765</td>
<td>289,986</td>
</tr>
<tr>
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<td>588,735</td>
<td>276,747</td>
</tr>
<tr>
<td>2004</td>
<td>601,533</td>
<td>308,825</td>
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<td>605,616</td>
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<td>521,680</td>
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<td>546,938</td>
<td>329,095</td>
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<tr>
<td>2010</td>
<td>758,924</td>
<td>670,124</td>
</tr>
<tr>
<td>2011</td>
<td>700,877</td>
<td>575,164</td>
</tr>
</tbody>
</table>
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
GRT – Overall Ridership Growth

Region becomes responsible for transit service

- Service Area Population
- Revenue Hours
- Ridership

*2012
iXpress – Ridership Growth

iXpress Weekday Average Boardings

- 200 200 iXpress
- 201 201 iXpress

2005 2006 2007 2008 2009 2010 2011 2012 (to October)
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
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
Why LRT vs BRT?

- **LRT**
  - More expensive - maybe
  - Not easily changed
  - Enough capacity for future
  - More comfortable – customer preference
  - More community change

- **BRT**
  - Less expensive - maybe
  - Easily changed
  - Run out of capacity by 2031
  - Less comfortable – less customer preference
  - Less community change
Major Milestones - 2013

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

- **RFP Process**
  - RFP Issued (Late May/Early June)
  - RFP Closes (November)
  - Final selection (January 2014)

- **LRT Vehicles**
  - Recommendation to Regional Council (May/June 2013)
Procurement Process – March 2013

- **Staff recommendation to Regional Council**
  - Pre-qualify three DBFOM teams
  - Based on RFQ evaluation

- **Major milestone for the Project**

- **Each of the three short-listed teams demonstrated:**
  - Strong financial position from all equity providers
  - Relevant experience on similar projects
  - Practical approach and experience for design and construction, maintenance and operational challenges
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: Late May 2013
  - Weekly confidential commercial and technical meetings with three short-listed teams
- Construction begins: mid-2014
- LRT Operations: 2017
Waterloo Region Hospitals Update

Patrick Gaskin, President and CEO, CMH
Malcolm Maxwell, President and CEO, GRH
Don Shilton, President, SMGH
Today’s Agenda:

• Ontario hospital performance vs Canada
• Waterloo Region hospitals overview
• What’s working well
• Emergency Department/Off Load Delays
• Current and future challenges
Provincial Government Hospital Expenditures per Capita, 2012

Note: Data for 2012 are forecast. Canada average includes the territories. Non-Ont: NL, PEI, NS, NB, Que, Man, Sask, Alta, B.C.
Source: National Health Expenditure Database, Canadian Institute for Health Information, 2012.
It would take $4.1 billion to bring Ontario up to the average of what other provincial governments spend on hospitals. (Ontario has the lowest acute care hospitalization rate of all the provinces and is tied with Saskatchewan for the lowest average length of stay in hospital.)

$1,354    Ontario
- 1,660    Non-Ontario
  306    Differential
  306  x 13.5 Ontario pop. in millions
$    4.1 Billion less expenditure *

Note: Data for 2012 are forecast. Non-Ont: NL, PEI, NS, NB, Que, Man, Sask, Alta, B.C.
* Calculated using non-rounded Ontario population figure.
Sources: National Health Expenditure Database and “Highlights of 2010-11 Inpatient Hospitalizations and Emergency Department Visits”, Canadian Institute for Health Information, 2012.
Age-Standardized Acute Inpatient Hospitalization Rate per 100,000 population, 2009-10

Our hospitals in 2012/13

<table>
<thead>
<tr>
<th></th>
<th># of staff</th>
<th># beds</th>
<th># of ED visits</th>
<th># of admissions</th>
<th># of surgeries</th>
</tr>
</thead>
<tbody>
<tr>
<td>CMH</td>
<td>1,100</td>
<td>144</td>
<td>54,000</td>
<td>10,000</td>
<td>8,500</td>
</tr>
<tr>
<td>GRH</td>
<td>3,300</td>
<td>600</td>
<td>58,000</td>
<td>23,500</td>
<td>17,000</td>
</tr>
<tr>
<td>SMGH</td>
<td>1,300</td>
<td>150</td>
<td>46,000</td>
<td>7,000</td>
<td>10,500</td>
</tr>
<tr>
<td>Total</td>
<td>5,700</td>
<td>894</td>
<td>158,000</td>
<td>40,500</td>
<td>36,000</td>
</tr>
</tbody>
</table>
What’s working well:

• **Quality** – WWLHIN HSMR – 4\(^{th}\) best in Canada

• **Collaborative work**
  • 3-hospital Joint Chief of Radiology
  • Common Microbiology Lab Service
  • Regular meetings of Board leadership

• **Medical Education**
  • 175 medical school graduates of the Waterloo campus of McMaster University’s School of Medicine since 2007

• **Stronger relationships with primary care**
What’s working well:

- Regional clinical programs for cancer and cardiac
- Group purchasing – e.g. Biomedical services contract collectively saved hospitals in Waterloo Wellington $1M
- **CMH** – redevelopment is on track
- **GRH** – significant improvements in ED wait times
- **SMGH** – innovation with on-line ED wait times
- Together….reducing EMS Off Load Delay times
### Number of 2013 Ambulance Calls by Receiving Hospital

<table>
<thead>
<tr>
<th></th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>CMH</td>
<td>640</td>
<td>603</td>
<td>630</td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SMH</td>
<td>712</td>
<td>623</td>
<td>667</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRH</td>
<td>927</td>
<td>843</td>
<td>954</td>
<td></td>
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</tbody>
</table>

Waterloo Region hospitals update
Waterloo Region hospitals update

Region of Waterloo EMS Offload Delay Losses

<table>
<thead>
<tr>
<th>Year</th>
<th>24 Hour Ambulance Days</th>
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</thead>
<tbody>
<tr>
<td>2013</td>
<td>Jan: 26.63, Feb: 17.54, Mar: 11.20</td>
</tr>
<tr>
<td>2012</td>
<td>Jan: 31.89, Feb: 27.25, Mar: 31.27</td>
</tr>
<tr>
<td>2011</td>
<td>Jan: 30.66, Feb: 35.64, Mar: 31.06</td>
</tr>
</tbody>
</table>
How MOHLTC calculates ED wait times

How long did 10 people, who needed to be admitted to hospital, spend in the ER between April 2012 and February 2013

9 spent less than 23.6 hours
1 spent longer than 23.6 hours

Average = 11.2 hours
Challenges....

• Health System Funding Reform
  – Quality Based Procedures
  – Health Based Allocation Methodology
Waterloo Region hospitals update

**Funding Methods**

**Global**
- Follows historical funding patterns
- Lump sum payments

**HBAM**
- Expected health expenses are calculated based on population
  - Age/sex
  - Growth
  - Socio economic status
  - Geography
- Clinical data complexity of care and type of care

**QBP**
- Volume x rate approach
- MOHLTC has/will identify care services where there is:
  - Cost impact
  - Feasibility/infrastructure for change
  - Availability of evidence
  - Practice variation

**QBP Goals**
- Standardize care
- Minimize practice variations
- Encourage investment in quality improvement and patient safety
Challenges....

• An increasing need to specialize – are our communities prepared to travel?

• 5% of Ontario’s population accounts for 66% of Ontario’s health budget – do these high needs individuals need new models of care?
In summary:

• We’re grateful for the support (past, present and future) of all municipal councils in Waterloo Region
• Hospitals are a key piece of healthy communities
• Looking ahead we see even more collaboration with:
  – Primary Care
  – LTC/Retirement Homes
  – Community Services
  – Public Health
  – Social Services
  – Others
Questions?