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

Cambridge Council: D. Craig, K. Kiefer, D. Reid, P. Wolf


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

Waterloo Council: D. Freeman, B. Halloran, J. Henry, K. Scian, M. Whaley, A. Vieth


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.

Waterloo Region Economic Development Strategy Update

Tim Anderson, CAO City of Waterloo, Gary Dyke, CAO City of Cambridge and Grant Whittington, CAO Township of Wilmot appeared before the All Council meeting and provided a presentation. They highlighted the assignment, benefits, approach, consultation, engaging partners, Advisory committee membership, stakeholder workshops, project schedule, key milestones, current status and next steps. A copy of the presentation is appended to the original minutes.
Questions were asked about the sector groups and addressing barriers and needs and future opportunities. G. Dyke replied this is the starting point and it will move forward from here.

An inquiry was made about forming a land development corporation and T. Anderson responded there are limitations but they are exploring potential changes to the “Municipal Act” to allow for this. G. Dyke advised the governance model has not yet been identified and will be part of the discussion.

There was discussion about industrial land and balancing the resources and wealth. K. Seiling noted this is part of the Growth Management Strategy.

The great cooperation among all municipalities was acknowledged in moving this strategy forward.

**Rapid Transit Update**

Thomas Schmidt, Commissioner Transportation & Environmental Services, Region of Waterloo, provided a [presentation](#) which is appended to the original minutes. He gave an update on the ION, rapid transit goals, why Rapid Transit, what the Region is building, project history, GRT ridership, iXpress ridership growth, shaping the community, residential development in built up areas, including new/recent developments, community building strategy, major milestones, next steps, ongoing initiatives, moving forward, public consultation, acknowledgement and thanks.

A request was made to provide clarification on the role of the consultants in this project. T. Schmidt provided this information.

A question was raised as to how to better educate people on this project and get more public engagement. T. Schmidt referenced the comprehensive website that is available for the public. Mike Murray, Chief Administrative Officer, Region of Waterloo stated the information has been communicated through the Region News and they continue to look for opportunities to inform the public. They are actively working with businesses and people on the route and welcome any ideas or suggestions for additional consultation. A suggestion was made to educate people on the costs of the do nothing approach and the costs for alternatives, including the implications if Regional Council were to reverse its decision and the loss of matching Federal and Provincial funding. It was noted the agreements are currently being drafted and once they are signed they are legally binding documents. A request was also made as to how much the Region has expended on the project as of December 2013.

There was discussion about the King Street/Northfield Drive intersection and concerns in that area.

The procurement process was highlighted and a report will be presented to Regional Council in late January. T. Schmidt advised some of the pricing may be withheld in that report but past practice would be to make as much information public as possible. There will be some opportunity for public input but it is difficult to have a large public consultation process for the design work.
A request was made for more information regarding the aBRT to Cambridge.

**Waterloo Region’s Vital Signs® - Update**

Rosemary Smith, CEO of the Kitchener and Waterloo Community Foundation appeared before the All Council meeting and provided a presentation on the vital signs. A copy of the presentation is appended to the original minutes. She provided background, evolution, current report, what is vital signs, evaluation, move towards a three year cycle, availability of report, decision making, working together and next steps.

Chair Seiling thanked R. Smith for the presentation.

**Western Golden Horseshoe Transportation Initiatives**

a) **Overview**

John Cicuttin, Director Transportation Planning, Region of Waterloo, provided a presentation with an overview of the recent and ongoing Provincial transportation studies, how to improve Provincial transportation planning, Western Golden Horseshoe Municipal Network, vision, Highway 401 congestion, Provincial transit links opportunity and next steps. A copy of the presentation is appended to the original minutes.

b) **Cambridge GO Study Update**

Gary Dyke, CAO, and George Elliott, Commissioner of Transportation and Public Works, City of Cambridge, continued with a presentation on the Western Golden Horseshoe Transportation Initiatives and the Cambridge GO Study Update. A copy of the presentation is appended to the original minutes. They highlighted the Cambridge GO Train studies, viability and Inter-city mindset, steps to address capacity issues, future linkage to LRT to Cambridge, schedule goal and target, request for Regional funding for study of transit supportive funding initiative.

c) **Two-way GO Train Service Business Case**

Carl Zehr, Mayor, City of Kitchener, provided a presentation on the Two-way GO Train Service Business Case. A copy of the presentation is appended to the original minutes. He outlined the overview of the broader Regional Transportation Strategy, creating opportunities, the request, rationale, economic outcomes, benefits case analysis highlights and maps of the various areas.

A question was raised about integration with VIA rail and the development of a strategy. There was further discussion about the data and ridership and the opportunity for redevelopment in Cambridge being included.
Waterloo Regional Tourism Marketing Corporation (WRTMC) Update

Minto Schneider, General Manager, WRTMC appeared before the All Council meeting and provided an update on the WRTMC. A copy of the presentation is appended to the original minutes. M. Schneider gave an overview of their mission, tourism statistics, revenue, expenditures, marketing, ways of promoting the Region, sport tourism, initiative with Creative Enterprise, 2014 focus, priorities, opportunities and partnerships.

An inquiry was made regarding bike tours and M. Schneider advised the trails are on their website and they are partnering with tour operators.

Proposed Date for Next All-Council Meeting

Chair Ken Seiling, Region of Waterloo, advised that the next All Council Meeting has a proposed date of Thursday, April 3, 2014, 2:00 p.m. at the Waterloo Region Museum.

Closing Comments

K. Seiling thanked everyone for attending today.

Adjourn

The meeting adjourned at 4:40 p.m.

Regional Chair, K. Seiling

Deputy Regional Clerk, L. Wetzel
Waterloo Region Economic Development Strategy

All Council Meeting
December 18th, 2013
The Assignment

• The Region and Area Municipalities have engaged Malone Given Parsons Ltd. (MGP) to undertake the development of a new Regional Economic Development Strategy

• The project follows a regional economic development study completed by MGP and endorsed by Regional and Area Municipal Councils in 2013

• Will be led by a Steering Committee comprised of the CAOs of the Region and Area Municipalities and the CEO of CTT Inc.
Why? What are the Benefits?

The April 2013 Study identified the lack of a regional approach to economic development as a key issue. As a result, it was recommended that a comprehensive economic development strategy be prepared as part of the development of an effective economic development process.

The Regional Economic Development Strategy will:

• Define a regional focus to economic development, outlining strategies for economic growth;
• Address short to long term priorities;
• Identify partnerships and resources required for the Strategy’s implementation;
• Develop techniques for measuring progress; and
• Provide a cohesive strategic framework from which the Region, Area Municipalities and other partners can develop and update their individual economic development strategies.
Project Approach

The Strategy process will involve 4 phases:

1. Foundations, facts and analysis;
2. Strategic Directions – Vision, Goals and Objectives;
3. Action Plans; and
Engaging our Partners – Consultation Approach

Council Liaison
• The CAOs will schedule regular meetings with the Regional Chair and Area Municipal Mayors
• All Council Meetings

Other Key Partners
• CTT Inc. Board
• Advisory Committee
• Municipal EDO Advisory Committee
• Industry & Community Stakeholders/Organizations
Engaging our Partners – Advisory Committee

A Voluntary Advisory Committee has been established - comprised of individuals who are knowledgeable regarding the local economy.

The Advisory Committee will assist in the process of preparing a new Regional Economic Development Strategy, by providing:

• Comments, interpretation, and information on strategic directions and action plans;
• An external perspective on opportunities for Waterloo Region within the global context; and
• Strategic advice and guidance to the project team, Steering Committee and Regional and Area Municipal Council (via the Steering Committee).
## Engaging our Partners – Advisory Committee

### Membership:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bruce Gordon</td>
<td>Chairman</td>
<td>Manulife Canada, Manulife Bank, Manulife Trust</td>
</tr>
<tr>
<td>Carol Leaman</td>
<td>President &amp; CEO</td>
<td>Axonify</td>
</tr>
<tr>
<td>Carol Simpson</td>
<td>Executive Director</td>
<td>Workforce Planning Board of Waterloo Wellington Dufferin</td>
</tr>
<tr>
<td>Craig Beattie</td>
<td>Partner</td>
<td>Perimeter Development Corporation</td>
</tr>
<tr>
<td>Ed Roberts</td>
<td>President</td>
<td>Conestoga-Rovers &amp; Associates (CRA)</td>
</tr>
<tr>
<td>Gerry Remers</td>
<td>President &amp; COO</td>
<td>Christie Digital Systems Canada, Inc.</td>
</tr>
<tr>
<td>Greg Durocher</td>
<td>President &amp; CEO</td>
<td>Cambridge Chamber of Commerce</td>
</tr>
<tr>
<td>Iain Klugman</td>
<td>President &amp; CEO</td>
<td>Communitech</td>
</tr>
<tr>
<td>Ian McLean</td>
<td>President &amp; CEO</td>
<td>Greater Kitchener Waterloo Chamber of Commerce</td>
</tr>
<tr>
<td>Kevin Martin</td>
<td>President</td>
<td>Martin’s Family Fruit Farm</td>
</tr>
<tr>
<td>Malcolm Matheson</td>
<td>President</td>
<td>Steed and Evans Limited</td>
</tr>
<tr>
<td>Mark Derro</td>
<td>Dean</td>
<td>Conestoga College</td>
</tr>
<tr>
<td>Mary D’Alton</td>
<td>President</td>
<td>Waterloo Inn and Conference Hotel</td>
</tr>
<tr>
<td>Michael Duschenes</td>
<td>Chief Operating Officer</td>
<td>Perimeter Institute</td>
</tr>
<tr>
<td>Michael Pley</td>
<td>Chief Executive Officer</td>
<td>COM DEV International Ltd.</td>
</tr>
<tr>
<td>Tim Jackson</td>
<td>VP University Relations</td>
<td>University of Waterloo</td>
</tr>
</tbody>
</table>
Engaging our Partners – Stakeholder Workshops

January 2014 - a series of workshops with targeted stakeholder groups representing the key sectors will be held.

Format:
• Inform stakeholders of the process and objectives;
• Provide background material;
• Focus on the issues around each stakeholder group representing a particular economic sector;
• Ascertained the particular needs, barriers and areas for priority action for each area of economic interest;
• Mobilize ideas; and
• Create a basis for support and consensus for the Economic Development Strategy.
# Project Schedule

## Work Plan & Deliverables

### Phases

**Phase 1: Foundations, Facts and Analysis**
1.1 Startup Meeting
1.2 Establish Advisory Committee
1.3 Establish Consultation Process
1.4 Establish Media Process
1.5 Define the Context for Economic Growth
1.6 Define Strengths, Weaknesses, Opportunities, & Threats
1.7 Foundations Progress Report

**Phase 2: Strategic Directions - Vision, Goals & Objectives**
2.1 Synthesize Outcomes From Phase One
2.2 Steering Committee & Advisory Committee Workshop
2.3 Strategic Directions Report

**Phase 3: Action Plans**
3.1 Translate Strategic Directions into an Action Plan
3.2 Review and Finalize Action Plan Report

**Phase 4: Strategy Document & Approval - Normal Implementation**
4.1 Produce a Draft Strategy Document
4.2 Report to Council
4.3 Review and Finalize Strategy Document

## Report Deliverables

- Foundations Progress Report
- Strategic Directions Report
- Action Plan Report
- Draft Final Report
- Final Report

## Meetings

- Steering Committee Meetings
- CTT Board Meetings
- Targeted Stakeholder Workshops
- Advisory Committee Meetings
- External Perspective/Expert input Meeting
- Progress Reports to Joint Councils
Key Milestones (2014)

Deliverables:
• Foundations Report – January
• Strategic Directions Report – March
• Action Plan Report – April
• Draft Final Report – May
• Final Report – June

All Council Progress Presentations:
• Presentation 1 – April
• Presentation 2 – June
• Individual Council Decisions – June/July/August
Current Status and Next Steps

- Project Initiation and first Steering Committee Meeting Complete
- Phase 1: Foundations, Facts and Analysis is now underway
- Advisory Committee Membership Confirmed and First Meeting Scheduled for January
- Development of Stakeholder Representative List – Invitations to Participate in January Workshops coming soon
- Working Towards Progress Report#1 - Late January 2014
Region of Waterloo

ION Update
Rapid Transit Goals

MOVE PEOPLE

SHAPE OUR COMMUNITY
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
• June 15, 2011 - LRT approved as rapid transit system from North Waterloo to Downtown Cambridge (Galt)

• **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

• **Stage 2**
  - LRT from South Kitchener to Downtown Cambridge (Galt)
Project History

- **RGMS Released**
  - 2003

- **Prov. and Fed. Funding Commitments**
  - 2010

- **LRT and aBRT Options approved by Regional Council**
  - June 15, 2011

- **Council Approves Rapid Transit Technology**
  - 2006

- **LRT and aBRT Routes Approved**
  - Spring 2011

- **Transit Project Assessment Process Completed**
  - May 2012

- **Vehicle Selection**
  - June 2013

- **RFQ Release**
  - October 2012

- **RFQ Shortlisting**
  - February 2013

- **RFQ Close**
  - December 2013

- **RFP Release**
  - May 2013

- **RFP Close**
  - December 2013
Greater Transportation Choice
Focus on "moving people"
GRT Ridership

Population or Hours of Service

Ridership (millions)

Service Area Population
Revenue Hours
Ridership
iXpress – Ridership Growth

iXpress Weekday Average Boardings

- 200 iXpress
- 201 iXpress

Shaping the Community
More Residential Development in Built-up Areas

55% of new residential development in the built up area (2011)

15% of new residential development in the built up area (2003)

And there are still more than 27,000 unbuilt units in plans of subdivision
New/Recent Developments

Bridgeport 42
Waterscape
The Barrel Yards
The Tannery
One Vic
Red Condos
COMMUNITY BUILDING STRATEGY
What is the Community Building Strategy?

• An investment tool

• A tool for determining compatibility with adjacent uses

• A way for the Region and the three cities to identify and plan for capital works, DC eligible costs, and incentives

• A foundation for more detailed station area/corridor planning
The Opportunities

- Fostering Investment
- Enhancing Mobility Throughout the Region
- Creating High Quality Urban Places
- Strengthening the Employment Opportunity
- Enhancing the Learning Experience
- Encouraging a Healthy Inclusive Community
- Greening the Corridor
- Creating a Great Place to Visit
Community Inventory and Analysis

Station Area Snapshot: Cambridge Centre
What Could Be
A look ahead through visualization

Cedar Street today

Longer-term

CONCEPT ONLY
Major Milestones – 2013

- In market RFP process
  - GrandLinq
  - TriCity Transit Systems
  - Kitchener Waterloo Cambridge Transit Partners
- Early Works /Utility Relocations Started
- Vehicle Purchase
- Land Acquisition Continues
- Preparation for Utility Relocations during Construction
- Continued engagement with Cambridge, Waterloo and Kitchener
- Continued outreach – Business, General Public
Major Milestone!

✓ Three Proposals received December 16, 2013
Next Steps – RFP Process

- Technical and Financial Review of Proposals
  - January 2014
- Recommendation to Regional Council
  - March 2014
On-Going Initiatives

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

Priorities for 2014

- Select Preferred Proponent
- aBRT station stops construction and implementation
- Continued engagement with Cambridge, Waterloo and Kitchener
- Public/Business consultation
- Design of ION
- Construction Start
- Mitigate impacts on residents, businesses & events
Community Engagement

- **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
  - **2014 Events**: Walking Tours, Workshop Series, Joint Events, etc.
Next Steps

- Evaluate Proposals
- Select Preferred Proponent
- Start Design
- Start Construction
- Stakeholder Consultation
  - On-going discussions with City staff regarding utilities, design, station stops & overall project implementation
Acknowledgement and Thanks

- Rapid Transit Team
  - Regional staff
  - Parsons Brinkerhoff
  - Infrastructure Ontario
  - Deloitte
  - Norton Rose

- Municipal Staff
Thank You

For more information:

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

For more information:
- 519-575-4757, ext. 3242
- rtinfo@regionofwaterloo.ca
- www.regionofwaterloo.ca/rapidtransit
Questions

For more information:

- 519-575-4757, ext. 3242
- rtinfo@regionofwaterloo.ca
- www.regionofwaterloo.ca/rapidtransit
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%
Places to Grow

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

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

Year
- 2006
- 2007
- 2008
- 2009
- 2010
- 2011

Percent
- 0%
- 10%
- 20%
- 30%
- 40%
- 50%
- 60%
- 70%
- 80%
- 90%
- 100%
Building for the Future

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

- **Non-Residential**
  - 2001: 447,870
  - 2002: 570,765
  - 2003: 588,735
  - 2004: 601,533
  - 2005: 605,818
  - 2006: 491,518
  - 2007: 472,318
  - 2008: 521,680
  - 2009: 546,938
  - 2010: 758,924
  - 2011: 700,877

- **Residential**
  - 2001: 366,521
  - 2002: 289,986
  - 2003: 276,747
  - 2004: 308,925
  - 2005: 241,527
  - 2006: 332,227
  - 2007: 336,259
  - 2008: 484,908
  - 2009: 329,095
  - 2010: 870,124
  - 2011: 575,164
GRT – Overall Ridership Growth

Region becomes responsible for transit service
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
Rapid Transit
Moving People / Shaping our Community
LRT – The Vehicles

- Initially one-vehicle trains
- Platforms designed for two
- One vehicle
  - 5 articulated sections
  - 2 cab, 3 coach
- 100% low-floor
  - 1\textsuperscript{st} 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
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
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
WATERLOO REGION’S VitalSigns®
Background

Evolution

Current Report
WHAT IS VITAL SIGNS ANYWAYS?
The Big Picture
There are many in the Region who recognize the importance of arts and culture to community building, and are working hard to bring more arts to the area. Despite this, our arts and culture workforce lags far behind the province and country both in the number of jobs and the proportion of all jobs.

Taking the Pulse
Working with:
- Many community-wide arts events
- Collaboration amongst arts-focused organizations

Needs Improvement/Attention:
- Engage more artists in capacity/leadership discussions
- Connecting ticket/entrance revenue to sustainable support

Context: The number of people employed in the areas of Arts, Culture, Recreation and Sport has declined to just over 6,000 people.
Source: DMSM Table 283.10.14

Context: The proportion of our labour force employed in the cultural industries is lower than both the provincial and Canadian levels at less than 1.5%.
Source: Statistics Canada Labor Force Survey

Community Survey Data
Two-thirds of our polled residents have attended a free festival in the past year.
Expert

Widely recognized knowledge or deciding
Background

Evolution

Current Report
2011 = EVALUATION
WATERLOO REGION’S Vital Signs® ALL 11 AREAS

WATERLOO REGION’S Vital Signs® PRIORITY REPORT

WATERLOO REGION’S Vital Signs® PRIORITY REPORT
On a scale of 1 to 5 where 1 represents Poor and 5 represents Excellent, how would you rate your level of health?
Background

Evolution

Current Report
DECISION MAKING

COMMUNITY NEEDS
COMMUNITY NEEDS
COMMUNITY NEEDS
COMMUNITY NEEDS
COMMUNITY NEEDS
NEXT STEPS
LET'S WORK TOGETHER
Overview

John Cicuttin, Interim Director, Transportation Planning, Region of Waterloo

Cambridge GO Study Update

Gary Dyke, CAO, City of Cambridge
George Elliott, Commissioner of Transportation and Public Works, City of Cambridge

Two-way GO Train Service Business Case

Carl Zehr, Mayor, City of Kitchener
Recent/ongoing Provincial studies:

- GTA West Corridor
- Niagara to GTA Corridor
- Highway 401 (Hespeler Road to Halton)
- Waterloo/Wellington/Brant Inter-regional study
How to Improve Provincial Transportation Planning?

• Lack of strategic Provincial network planning:
  – Projects planned individually
  – 2031 planning horizon
  – Multi-jurisdictional, different responsibilities

• Need for enhanced passenger rail as viable alternative to highway expansion

• Highway congestion will get worse without targeted transit investments
Western Golden Horseshoe Municipal Network

• Discussions started summer 2012 to coordinate responses to Provincial infrastructure plans

• Initial Members
  – Niagara, Peel, Halton, Waterloo Region, Hamilton

• Potential Members
  – Brant, Wellington, Haldimand, Brantford, Guelph, London

• Advocate for transportation/transit infrastructure investment and an integrated multi-modal network for economic development
Municipal Network Vision

Planning Gap
Recurrent Problem: Highway 401 Congestion

- Highway 401 through Milton area
- Future capacity issues despite GTA West Corridor and widening to 12 lanes
The Opportunity: Provincial Transit Links

Region of Waterloo
Next Steps

• WGH Municipal Network Charter (January 7, 2014)
• Ongoing WGH Municipal Network meetings
• Transportation planning and infrastructure funding workshop (early 2014)
• Waterloo/Wellington/Brant Study
• Southwestern Ontario Economic Alliance: VIA Rail
• Continue to:
  • Share information with municipal stakeholders
  • Work with Metrolinx/GO and MTO for enhanced passenger rail service for Kitchener and new service for Cambridge
CAMBRIDGE
GO Train Service
All Council Briefing December 18, 2013

Gary Dyke
Chief Administrative Officer
&
George Elliott P.Eng.
Commissioner of Transportation & Public Works
GO Train Service to Cambridge was studied previously in 2006 and 2009.

Both studies considered **FULL service TURN KEY** implementation of GO Train.

Previous studies concluded that GO Train service was **not viable……YET**

This remains true today for **FULL TURN KEY** service.
Current GO Train concept is “Toronto Centric”

Viability is assessed based on ridership volumes and rail line capacity to Downtown Toronto
CAMBRIDGE GO Train

Under the **current mindset** GO Train would need:

- Full Service in a Turn Key implementation
- A full new station and extensive customer parking
- Expanded twin rail lines to Milton
- Additional rail line upgrades to Toronto
- Significant increases in Ridership to warrant the cost

*This remains not viable at this time*

Cambridge Proposes a **NEW INTER-CITY MINDSET**

AND....

“**BABY STEPS**”
CAMBRIDGE GO Train

Inter-City Mindset

Build GO Train Service to support stop to stop travel

Embrace Commuter needs to Milton & Mississauga

Consider long range inter-connections
Guelph to Milton
Guelph to Cambridge
Cambridge LRT
CAMBRIDGE GO Train

“BABY STEPS”

We believe Metrolinx desires another dead-head storage & maintenance yard for the Milton Line

We believe there is current additional capacity on the existing single CP rail line

We propose to build a facility suitable for Metrolinx and use the existing capacity to provide 2 trains / day to Cambridge to start….

1 in at night & 1 out in morning
CAMBRIDGE GO Train

We propose redevelopment near the “Delta” and old CP Train Station

Transit Focused
Pedestrian Focused
Limited Parking (initially)

Create a Shuttle GO Train Service to Milton & Mississauga
Schedule shuttles among CP Rail traffic capacity

Encourage increased ridership & add more shuttles to maximize available capacity

Expand the Cambridge Metrolinx facility in phases to accept increased ridership as it develops

Add parking to cater to increased ridership as it grows

Add more rail capacity when it is needed
Plan for a linkage with the future LRT to Cambridge LRT alignment through GO Train Hub along Wellington Ave to Ainslie Terminal offers a new single track terminus solution for LRT
CAMBRIDGE GO Train

Transit Supportive Funding Initiative
Regional Funding for Study - $50,000

Cooperative Team Effort lead by Cambridge
to increase transit ridership in support of aBRT service
and future LRT to Cambridge

BABY STEPS

Grow overall community transit ridership and expand
capabilities and GO Train services over a 10 year period
The Schedule goal for the study is to complete investigations in 2014 to prepare for 2015 budget cycle

Preliminary study terms of reference have been developed and discussions with Metrolinx have begun

Consultant selection process is expected in early 2014

TARGET ?
GO Train presence in Cambridge 2017 ?
Full Cambridge GO Train Service by 2025 ?
Cambridge & Regional staff believe GO Train to Cambridge can be viable

The concept is consistent with the Transit Supportive Strategy Funding objectives in support of LRT to Cambridge

Using a new Mindset of Inter-City travel and a “Baby Steps” approach we hope to maximize existing facilities to increase community transit ridership

A 10 year plan to full GO Train Service is targeted
THANK YOU

QUESTIONS ??
The Case for Toronto to Waterloo Region GO Train Service

December 18, 2013
Overview: Broader Regional Transportation Strategy

- Appreciate the significant investment in our regional transit and transportation network to date
- Request to fast-track an Integrated, Strategic Regional Transportation initiative for Brant, Brantford, Cambridge, Guelph, Kitchener, Region of Waterloo, Waterloo, Wellington County – Aug. 2013 AMO Conference
  - Consider this initiative in context of regional growth strategy; economic development; jobs strategy
  - Develop a 20 year vision and a five year action plan
- Two Way GO Train Service is key component of the broader strategy
  - Illustrates multi-community, multi-sector collaboration
Creating Opportunities

- JOBS
- INNOVATION
- VALUE CREATION (Land, Public Investments, etc)

BUILDING THE NEW URBAN

- Integrated Planning
- Regional Planning
- Driving Opportunities

- Transportation
- Growth Planning
- Economic Development

DATA

Partnership
- Province
- Municipalities
- Business/Community

Data Capture, Sharing, Analysis
The Request

• Inclusion of the full development of inbound 2-way all day GO Train service from Union Station to Guelph – Waterloo Region in the 2014 Ten Year Capital Program.

• Commitment to build the necessary infrastructure following the completion of the Georgetown to Union Station upgrades in 2015.

• Completion of 2-way GO Train service capacity by 2020.

• Installation of inbound commuter bus from Union Station to Waterloo Region in 2014.
The Argument

Challenge:

– $400 million 2009 investment required. 2013 estimate = $600 million
  • Double Tracking, bridges, switching, rolling stock
– Other competing Metrolinx priorities

Rationale:

• Utilize capacity of the Georgetown to Union Station section, post 2015
• Intensification of Station Areas – Provincial Policy (P2G)
• Increased employment growth – Infrastructure & Jobs Strategy
• Intensification of Innovation – Cluster theory (Jacobs, Porter, Florida)

• Personal income tax will exceed total capital when fully built (2031)
  – 10 years post-development, expect ROI >100% annually

• Increased collaboration between GTA/Guelph/Waterloo Region Clusters
• Increased competitiveness and global brand as innovation economy
Waterloo Region GTA v Silicon Valley

Toronto to Waterloo Region & Guelph
Population = 6.2 million
Tech Workers = 295,000

San Francisco to San Jose
Population = 4.3 million
Tech Workers = 387,000
## Economic Outcomes

<table>
<thead>
<tr>
<th>Table A</th>
<th>Area of new development* (sq.ft.)</th>
<th>Construction value of development</th>
<th>Tech employment</th>
<th>Total annual income</th>
<th>Total ann. personal income tax</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown Guelph</td>
<td>6,900,000</td>
<td>$1,431,739,996</td>
<td>6,500</td>
<td>$338,253,500</td>
<td>$105,365,965</td>
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<tr>
<td>Uptown Waterloo</td>
<td>4,500,000</td>
<td>$959,080,000</td>
<td>7,000</td>
<td>$499,995,548</td>
<td>$164,898,532</td>
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<tr>
<td>Research + Technology Park</td>
<td>1,000,000</td>
<td>$200,000,000</td>
<td>5,000</td>
<td>$357,139,677</td>
<td>$117,784,666</td>
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<tr>
<td>Waterloo Corporate Campus</td>
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<td>$210,000,000</td>
<td>3,500</td>
<td>$249,997,774</td>
<td>$82,449,266</td>
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<tr>
<td>Kitchener’s Innovation District</td>
<td>5,500,000</td>
<td>$1,237,785,000</td>
<td>15,600</td>
<td>$1,114,275,793</td>
<td>$367,488,157</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>18,600,000</strong></td>
<td><strong>$4,038,604,996</strong></td>
<td><strong>37,600</strong></td>
<td><strong>$2,559,662,292</strong></td>
<td><strong>$837,986,585</strong></td>
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</tbody>
</table>

*Includes both office and residential development

Note: This does not include any estimates for HST, corporate income tax and is based on industry standards for office building construction and employment generation. It also excludes the multiplier effect of tech employment, estimated to create 5 other jobs for every 1 new tech job.
Benefits Case Analysis Highlights

- 30,000 local tech workers with 34% commuting
- Additional net 37,000 tech and creative workers by 2031
- 32,000 daily trips each way between Waterloo Region and Guelph
- Burnside projected between 9,000 and 16,000 riders by 2031
- 11 million sq.ft. of potential residential growth in transit station areas
- $4 billion construction potential in urban growth centres/station areas
- Total cost savings: $272 million/per year with medium growth
- New jobs generate $2.5 billion in annual income and $837 million in annual personal income tax
- Initial ridership fares of $5.25 million with net operating costs of $750,000
- $396 million cost is less than 401 expansion; Milton alone is $500 million
- $1.2 billion is already invested in the Georgetown South Project
Kitchener’s Innovation District
David Johnston Research + Technology Park

1. Sybase, an SAP Company: 105,000
2. Open Text: 122,000
3. Accelerator Building: 97,000
4. TechTown: 69,000
5. Research Advancement Centre (RAC): 70,000
6. InnoTECH (BlackBerry): 103,000
7. The CORA Building: 110,000
8. RAC II: 70,000
9. Open Text II: 110,000
10. Multi-Tenant: 110,000
11. Phase II - 27.5 Hectares (68 acres)

Future LRT Hub Site

University of Waterloo (South Campus)
Waterloo Corporate Campus
Waterloo Regional Tourism
December 2013 Council Update
Mission

Our Mission is to increase *overnight* visitors and tourism in the Waterloo Region by focusing resources on promoting the Region and its attractions to high-potential markets.
Tourism in Regional Tourism Org 4

Total person visits = 10.7 million
Total visitor spending = $1,078,078,000

<table>
<thead>
<tr>
<th></th>
<th>Visitors</th>
<th>Spending</th>
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<tr>
<td>Pleasure</td>
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<tr>
<td>VFR</td>
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<td>Shopping</td>
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<td>Business</td>
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<td>$136</td>
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</table>
WRTMC Revenue

- Region of Waterloo
- City of Cambridge
- City of Kitchener
- City of Waterloo
- Township of North Dumfries
- Township of Wilmot
- Township of Wellesley
- Township of Woolwich
- Private Sector Partners
WRTMC Spend

2013

- Sales & Marketing
- General & Admin
- Market Research
WRTMC Marketing

2013 Media Spend Breakdown

- Print: 38%
- Digital: 33%
- Radio: 10%
- PR: 18%
- Direct Marketing: 1%
Gagnez une escapade au pays des Mennonites
$2.3 million in Earned Media
25.6 million Impressions

TRAVEL ONTARIO

Taste the harvest in southern Ontario

ONTOARIO

Taste the harvest in southern Ontario

BY AM FORD, SPECIAL TO GLOBE AND MAIL
FIRST POSTED: SATURDAY, AUGUST 24, 2013 12:06 AM EDT

Waterloo Region Rolls out the Barrel for Oktoberfest Crowd

WATERLOO REGION, Ont. – Daylight’s getting shorter, the nights are getting cooler and the trees are starting to show their true colours, which can mean only one thing — it’s that time of year when Waterloo Region goes a little Bavarian on us. Kitchener-Waterloo Oktoberfest, the largest festival of its kind in North America, is getting ready to welcome thousands of visitors from October 11 to 19, looking to make the most of fall by enjoying a taste of traditional German cuisine and entertainment.

New St. Jacobs Farmers’ Market building is open for business

By 2012, the St. Jacobs Farmers’ Market building will have been open for business for a decade. The 15,800-square-foot, dome-shaped building was constructed in 2002 and is now home to more than 160 vendors. The market is open year-round and attracts thousands of visitors each week.

New theatre in Cambridge, Ont., stars in multiple roles

JENNIFER LEEWINGTON
CAMBRIDGE, Ont. — Special to The Globe and Mail
Published Wednesday, May 21, 2014, 5:00 AM EDT
Last updated Thursday, May 19, 2013, 3:01 PM EDT

When husband-and-wife actors Mark Ledbetter and Jen Taylor arrived in February from New York to start rehearsals for Man of La Mancha at a professional theatre here, their living quarters were two floors above the stage.

“I have never worked anywhere where the house is connected to the building,” says Mr. Ledbetter, who has performed on Broadway and national tours in 20 cities across North America. “We just walked...”
Selling Waterloo Region

- Consumer shows
- Tour operators
- Trade shows
- Promotions
- Fam Trips
WRTMC and Creative Enterprise Initiative
Sport Tourism

- Memorial Cup 2008
- World Junior Figure Skating Championships 2005
- LPGA 2012, 2013 & 2014
- Capital One Road to the Roar 2013
- Tour de Waterloo

- Ontario Volleyball Association annually since 2007
2014 Focus

Advertising & Sales

- Leisure
- Sport
- Meetings
- Media
- Travel Trade
2014 Priorities & Opportunities
Partnerships
Questions?