All Council Minutes

Wednesday, April 16, 2014
2:11 p.m.

Regional Administrative Headquarters
Council Chamber
2nd Floor, 150 Frederick Street
Kitchener Ontario

Present were: Chair K. Seiling, L. Armstrong, J. Brewer, T. Cowan, D. Craig, R. Deutschmann, T. Galloway, B. Halloran, R. Kelterborn, G. Lorentz, C. Millar, C. Zehr
Cambridge Council: R. Cowsill, D. Craig, N. Ermeta, F. Monteiro, D. Reid, P. Wolf
North Dumfries Council: B. Benninger, R. Deutschmann, S. Foxton, G. Taylor
Waterloo Council: M. Durrell, D. Freeman, B. Halloran, J. Henry, M. Whaley, A. Vieth
Wilmot Council: L. Armstrong, J. Gerber, A. Junker, P. Roe
Woolwich Council: M. Bauman, B. Bryant, T. Cowan, 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

Jeff Wilmer, CAO City of Kitchener, Lee Parsons, Malone Given Parsons Ltd., Grant Whittington, CAO Wilmot Township, and Gary Dyke, CAO City of Cambridge appeared before the All Council meeting to provide a presentation on progress made in relation to the Waterloo Region Economic Development Strategy. A copy of the presentation is appended to the original minutes. They reviewed the project and presented the major themes that were found during engagement with stakeholders. Stakeholders identified the challenges of attracting and retaining talent, attracting businesses and foreign investment, and ensuring that municipal policies align with economic development.
goals. The preliminary findings of the project demonstrate that Waterloo Region is in a strong position to address the changing economy but must be prepared to change to respond to new challenges. They stated that the next steps will be to develop a vision and a strategic direction.

In response to questions, L. Parsons noted that the plan has been mindful on the need to address rural challenges and has consulted with existing businesses. They requested input from the All Council meeting on their vision for the economy of Waterloo Region for the next ten years and what barriers they see to economic development. There was discussion regarding the vision which included creating an entity that will be able to be a single point of contact for businesses, capitalizing on diverse economic strengths such as technology start ups, agriculture and advanced manufacturing, retaining political control, and not fighting over business opportunities. Barriers that were identified included a lack of trust between the municipalities, competition with other municipalities, and the many layers of bureaucracy.

The All Council meeting recessed at 3:43 p.m. and reconvened at 3:58 p.m.

Mike Murray, CAO Region of Waterloo, informed the All Council meeting that Ron Gaudet has been hired as the Regional Economic Development Officer.

Canada's Technology Triangle (CTT) Update

John G. Jung, Chief Executive Officer, provided a presentation that gave an overview of the accomplishments made by Canada’s Technology Triangle (CTT) in 2013 and their goals for 2014. A copy of the presentation is appended to the original minutes. He explained that in 2013 CTT worked on developing international relationships, supporting local businesses to expand to international markets, and collaborating with other communities in Ontario and Canada to generate investment in the Region. CTT coordinated a relationship building trip that took the Mayors of Cambridge, Kitchener and Waterloo to Germany and the Netherlands, and hosted over fifty international delegations designed to bring investment to the Region.

The goals for 2014 are to continue to target areas such as California, and Germany, looking at food processing options with Canada’s Technology for Food, and working on the Regional Economic Development Strategy. He noted that there were eight business wins in 2013 and there are already five in 2014.

Waterloo Region Tourism Marketing Corporation (WRTMC) – Sports Tourism

Minto Schneider, General Manager, WRTMC, provided a presentation on the work of the WRTMC in the expanding market of sports tourism. A copy of the presentation is appended to the original minutes. She outlined WRTMC’s current successes and explained that they have partnered with RTO4 and Visit Guelph to market Waterloo Region as a destination for significant sporting events and tournaments.

In response to questions, M. Schneider explained that WRTMC is often approached by minor sports associations and offers support for them around how to host a successful event. She also stated that Laurence Bishop has been hired as the Director of Sport Tourism and can be available for a future All Council meeting.
Regional Planning Update

Rob Horne, Commissioner, Planning, Housing & Community Services, Region of Waterloo, provided a presentation on planning issues within Waterloo Region. A copy of the presentation is appended to the original minutes. He noted that the Region compares well with the Provincial Growth Plan and is meeting or exceeding provincial development density requirements. He explained that there has been an increase in the expected growth for the Region and there is a significant supply of vacant developable greenfield land. He also provided an update on the appeal of the Regional Official Plan to the Ontario Municipal Board and the approval of the East Side Lands Master Environmental Servicing Plan.

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, June 19, 2014, 3:00 p.m. – 5:00 p.m., Region of Waterloo Council Chamber, 150 Frederick Street, Kitchener.

Closing Comments:

K. Seiling thanked everyone for attending the meeting.

Adjourn

The meeting adjourned at 4:45 p.m.

Regional Chair, K. Seiling

Committee Clerk, T. Brubacher
ALL COUNCIL MEETING

April 16, 2014
2:00 – 4:30 p.m.

Region of Waterloo
Economic Development – The regional context

The Joint Economic Development Study completed 2013 recognized the need for a new approach to the delivery of economic development services throughout the region.

Several action items resulting from study:

- Creation of a ROW Office of Economic Development;
- Request to amend the Municipal Act, 2001 to allow for regional participation in employment land development;
- Completion of the East Side Master Environmental Servicing Plan (MESP);
- Evaluation of options for a new Waterloo Region Economic Development Corporation; and
- Creation of a Waterloo Region Economic Development Strategy.
The Assignment – Brief Recap

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

The project is being managed by a Steering Committee consisting of the 8 Municipal CAOs and the CEO of CTT Inc.
The Assignment – Brief Recap

The Waterloo Region Economic Development Strategy will:
• Define a region-wide focus for economic development;
• Address short to long term priorities;
• Identify partners and resources required for the Strategy’s implementation;
• Develop techniques for measuring progress; and
• Provide a strategic framework from which the Region, Area Municipalities and other partners can develop and update their individual strategies.
Project Approach

The Strategy development process involves 4 phases:

1. Foundations, facts and analysis;
2. Strategic Directions – Vision, Goals and Objectives;
3. Action Plans; and
Progress Update – Understanding the Foundations

To date we have met with over 170 stakeholders including:
• Advisory Committee & CTT Inc. Board (Industry leaders)
• Municipal EDO Group (Ec. Dev. Practitioners)
• Stakeholder workshops (Sector based professionals)

Discussion to date:
- Strengths, Weaknesses, Opportunities, Threats (SWOT)
- Understanding the region's major economic sectors
- Preliminary Strategic Directions – draft vision, goals and objectives
Stakeholder Engagement – Major themes that emerged

- The challenges and importance of attracting and retaining talent;
- The need to support existing companies and Small and Medium Enterprises to grow and prosper;
- The importance of business attraction and Foreign Direct Investment;
- The desire and necessity to improve collaboration and coordination;
- The requirement for an organizational framework for regional economic development;
- Waterloo Region – A hub of innovation and entrepreneurship;
- The unique urban rural dynamic of the region;
- Confused branding/messaging;
- Excellent educational institutions, providing a pool of talented people;
- A strengthening arts, culture, and tourism sector that requires support;
- The importance of the urban domain; and
- To ensure municipal policies are aligned with and supportive of economic development.
Progress Update – Phase 1 Foundations Report

Phase 1 – Available Now for Public Review and Comment

• Summary of Stakeholder Workshops and Industry Consultation

• Draft Foundations Report
  • The Policy Context;
  • Regional Economic Context and Growth;
  • Baseline Conditions;
  • Key Sectors of the Economic; and
  • Conclusions & Implications.

Go to www.wredits.ca
Phase 1 – Central Conclusions

1. Waterloo Region is strong.
   • Successful regional economy has prospered by combining a strong educational and research system with the innovative, collaborative, and entrepreneurial ethic.
   • Strong economic sectors such as ICT, advanced manufacturing, and financial services are consistent with an evident competitive advantage in the global value chain.
   • These advantages are supported by a high quality of life and distinctive regional character.
   • Many companies and institutions have a global reach and perspective.
2. The economic context is changing.

- Increasing pressure on economic output – overall slow down in growth of Gross Domestic Product (GDP). Regional position may weaken compared with other jurisdictions if proactive measures not taken now.
- Waterloo Region is competing with other areas within the GGH and elsewhere for the same growth sectors.
- The status quo is not a viable option.
Phase 1 – Central Conclusions

3. Waterloo Region can and must respond to the challenge.
   • All of the elements that make the region a powerful economic location are available to attract people, ideas, capital, jobs, and success.
   • What is required is an assertive, focused, proactive deployment of these assets to meet the challenge and to ensure a sustainable, high performance region.
Developing a New Framework

Phase 2 & 3: Draft Strategic Directions & Action Plans
The next two phases will focus on identifying the key elements of the new regional strategy:

- Vision
- Goals
- Objectives
- Action Items

What we have heard so far:
- The vision must be aspirational, compelling and distinctly "Waterloo Region";
- The objectives and actions should be practical and measurable;
- Must be people and community focused;
- Must be innovation and business focused.
Developing a New Framework: Vision Statement

Vision Themes (from consultation):
People, Place, Culture, Talent,
Innovation, Collaboration, Entrepreneurship, Assertive, Global, Successful.

Alternative Working Vision Statements:
• “A continually Strengthening, Distinct, Sustainable, High-Performance, Urban Rural Region”.
• “A globally competitive knowledge and innovation economy”.
• “Where you want to be”.
• “To create the future”.
Developing a New Framework

Working Goal Statements:

1. “The premier location for innovation and entrepreneurship”.
2. “The most competitive location for new and expanding companies and institutions”.
3. “To ensure strong and growing economic clusters”.
4. “To ensure high quality of life supported by a vibrant urban fabric, excellent institutions, services, and infrastructure”.

Next Steps – Meeting Schedule & Deliverables

April
• Prepare Draft Strategic Directions Report

May
• **Open House** (May 15, 2014 – Waterloo Region Museum)
  Follow up from stakeholder workshops, opportunity to input on Strategic Directions and draft Action Plan
• Prepare **Draft Strategic Directions & Action Plan Report**

June
• **All Council Meeting** (Proposed June 19th) – Draft Final Strategic Directions, Goals, and Actions (update)
Next Steps – Hearing from You

Question 1:
*What is your vision for the economy of Waterloo Region for the next 10+ years?*

Question 2:
*What are the most significant barriers to economic development in Waterloo Region?*
Waterloo Region Economic Development Strategy

All-Council Meeting: April 16, 2014
CTT 2014 Update Presentation to the All Council Meeting: Region of Waterloo and Area Municipal Councils
CTT Inc. pursues its Action Plan for 2014 guided by the goals and objectives from the 5 Year Business Plan and builds on the work of the previous year.
In 2013, CTT pursued seven key priorities:

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

1. Lead Generation Focus
2. CTT’s International Program Follow-up
3. Team Waterloo Region Targeted branding and collaboration
4. Pan-regional Collaboration including working with the Ontario Tech Corridor, Food Corridor, Automotive, and Clean Tech Alliances
5. Relationships at the Local Level: Municipal Advisory Committee / Economic Development Strategy
7. Private Sector Funding /Matching Funding for federal government grants: Invest Canada-Community Initiatives (ICCI)
Key 2013 Program and Accomplishments:

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

Missions and related external Outreach and Promotion:
- 3 Mayors Mission to Germany and the Netherlands
- Aftercare Program in Germany
- Eindhoven-Waterloo Program
- Chinese Overseas Investment Federation MOU
- Speaking Engagements
- Export-oriented Out-reach with Waterloo Region Firms and Orgs
- Pan-regional efforts
- Collateral Material
- New, Enhanced (award winning) Website
- Studies and Lead Generation Strategies
Key 2013 Program and Accomplishments:

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

**International Delegations:**

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

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

2013

In 2013, Canada's Technology Triangle Inc. successfully marketed Waterloo Region to the world, bringing global investment to the community. Some Key Performance Indicators from the year include:

- 11 International Speaking Events
- 56 Hosted Government & Business Delegations
- 1,257+ Contacts Made
- 8 Business Investment Wins Brought to the Region
- 142 International Inquiries
- 7,116 "The Triangle" Newsletter Subscribers
- 2,682 Twitter Followers
- 45 Qualified International Prospects
- 285 Leads & Prospects Followed Up With
- 271 LinkedIn Followers
- 20 Delegate Countries Hosted
2014 Action Plan to meet this Goal:

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

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

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

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

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

• A lead generation program, supported by ICCI will form a core component of these initiatives to identify and generate:
  • 1000 contacts
  • Respond to 100 new inquiries
  • Qualify 100 leads
  • Pursue and service 50 prospects
  • 8 - 10 FDI wins
  • Assist in 2 outward export-related projects
Regional Collaboration:

Goal 2- FACILITATIVE LEADERSHIP: Strengthen its facilitative leadership role in ways that add value to the region.

2013 Regional Collaboration Accomplishments:

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

Action Plan Elements:

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

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

2014 Action Plan to meet this Objective:

- CTT Resources & Sustainability Committee plan to increase private sector funding.
- Sponsorships for CTT local events
- Explore government funding sources: SWODF/ FEDDEV, etc.
- Work with the WREDS to develop a long term strategy for funding to meet the needs of Regional Economic Development over the long term
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<th>Location</th>
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CTT Inc. Board of Directors

HELEN JOWETT*  
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Ray Tanguay
Toyota Motor Manufacturing
Canada

John Tibbits
Conestoga College
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ANN GRAY
Director of Corporate Relations and Administration

JASON KIPFER
Senior Business Development

CATHARINE GERHARD
Senior Business Development (Maternity Leave: May 2014)

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Event Planner and Special Projects

EVA BLAIS
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STEPHANIE BASKERVILLE
Business Development Coordinator

JANET GRONDIN
Marketing and Communications Manager

CATHERINE BISCHOFF
Sr. Business and Marketing Analyst
Waterloo Region – A Great Place to Invest!

Thank you!
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.
WRTMC 2014 Revenue

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

- 59% Marketing & Advertising
- 33% Staff Expense
- 8% Office Admin

WRTMC Projected Spend Chart
WRTMC Leisure Marketing

2014 Projected Media Spend

- 41% Digital Media
- 30% Print Media
- 19% Direct Media
- 10% Public Relations
What is the Maple Sugar Rush all about?

- horse drawn sleigh rides;
- maple flavoured beer;
- sugar bush tours;
- tapping trees;
- homemade maple sausages;
- pancake breakfasts;
- train rides;
- and of course lots of maple syrup!

GETAWAYS STARTING at $119

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Get the Rush in Waterloo Region

visit www.explorewaterlooregion.ca/MapleSugarRush
from May to September

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WRTMC Leisure Marketing

WATERLOO REGION
WHERE MUSIC HAPPENS

BIG MUSIC FEST
Bryan Adams
Aerosmith
Slash +

SUN LIFE FINANCIAL UPTOWN WATERLOO
Ivana Santilli
Matt Dusk
Five Alarm Funk +

MILL RACE FESTIVAL
Bilge Rats
Blackwood Two
Bon Debarras +

TD KITCHENER BLUES FESTIVAL
Buddy Guy
Steve Strongman
Quinn Sullivan +

KOI MUSIC FEST
TBA
TBA
TBA +

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JUL 11-13
JUL 18-20
AUG 1-3
AUG 7-10
SEP 19-21
Media Attention

Treasures await for tourists in Ontario

Elmira Maple Syrup Festival by the numbers
Iconic annual festival celebrates 50 years this weekend

The Sweet Taste OF SPRING

Region looks to cash in on the booming business of sport

WATERLOO REGION – Sports tourism has emerged as a multi-billion dollar industry in Canada, and the Waterloo Regional Tourism Marketing Corporation wants a piece of that pie.

Last September, the tourism group, led by general manager Minto Schneider, made the decision to shift away from leisure business and concentrate more on sport tourism — which has grown into a nearly $4 billion industry in Canada and $1 billion alone in Ontario, according to the Tourism Industry Association of Ontario.

"It's very competitive out there. Everyone's starting to wake up and realize it's a really good business to go after," said Schneider, who was hired last March. "We've got very strong minor sport groups in the region. One of the keys to attract that business is a strong volunteer network."
WRTMC and Creative Enterprise Initiative

Berlin Tower ARTSPACE April Exhibit: KPL Photo Contest Winners
Thursday, April 17, 2014 - 08:00

Exhibition at KW|AG - Provisional Futures by Tristram Lansdowne
Thursday, April 17, 2014 - 08:00

Rotunda Gallery April Exhibit: Ériu by Lauren Judge
Thursday, April 17, 2014 - 06:00

Tech Talk: Your Digital Library
Thursday, April 17, 2014 - 10:00
Sport Tourism

- Partnership with RTO4 and Visit Guelph
Sport Tourism – By the numbers

![Bar chart showing sport tourism by the numbers for Ontario and Canada in 2008 and 2009. The chart indicates a significant increase in tourism for both regions from 2008 to 2009.](chart.png)
Sport Tourism

First tier cities
• Ottawa, Hamilton and Toronto

Second tier cities
• Barrie, Brampton, Brantford, Kingston, London, Oshawa, Sudbury, Thunder Bay, Niagara and Windsor
Sport Tourism

- LPGA 2012, 2013 & 2014
- Tour de Waterloo
- Ontario Volleyball Association annually since 2007
Sport Tourism

- Our Goal

  - TO BECOME ONTARIO’S HIGHEST PERFORMING SECOND-TIER DESTINATION WITHIN THE SPORT TOURISM INDUSTRY
Partnerships
Questions?
Planning Update

Rob Horne
April 16, 2014
1. Growth and Change in Our Community
2. ROP Update
3. Community Building Strategy
4. Employment Lands Inventory/East Side
Over 50% of new residential development within built up area (Growth Plan requires 40%)

Meeting/exceeding Provincial densities in individual developments

Province increased its expected growth in our Region (e.g. from 729,000 to 742,000 in 2031)
Growth Trends

Region of Waterloo

![Graph showing growth trends from 1991 to 2031. The red bars represent population growth, and the blue line represents places to grow.](image-url)
More Housing Choice

New Residential Construction

Year
- 2002
- 2003
- 2004
- 2005
- 2006
- 2007
- 2008
- 2009
- 2010
- 2011
- 2012

Units
- 0
- 500
- 1000
- 1500
- 2000
- 2500
- 3000
- 3500

Single
Semi
Townhouse
Apartment
Other Trends/Statistics

- Residential building permits over 2013/2014 slightly lower than 10-year average
- ICI typically variable
- Rental vacancy rates generally less than 3.0%
- About 25,000 unbuilt residential units exist in plans of subdivision (greenfield)
- CMHC predicts our Region to do better than Province over 2013/2014 in new residential (up 25% in Waterloo Region, but down 1.4% across the Province)
ROP Update

* Approved in 2009 by Regional Council
* Entire Plan appealed
* First OMB decision in 2013 – land budget
* Regional Council – 2 applications to Divisional Court in process
* Discussions with appellants ongoing
Community Building Strategy

- A master plan to shape the community around rapid transit
- Undertaken collaboratively with Cambridge, Kitchener and Waterloo
5.11 Ottawa / Borden

The Ottawa / Borden Station Area will transform over time into a mixed-use urban village with a diversity of building types structured around a new network of streets, blocks and community open spaces.

The Station Area Today
The Ottawa/Borden Station Area is a traditional industrial employment area with smaller retail uses along King Street, surrounded by neighbourhoods east of King Street and south of Ottawa. The defining characteristics of the area include:
- Numerous vacant or marginally used low-rise and industrial uses west of Charles Street and brownfield sites
- A poor pedestrian environment with discontinuous sidewalks and frequent curb cuts
- Fragmented neighbourhoods west of King Street interspersed with industrial employment uses
- Large block structure west of Charles Street with limited street connectivity
- Several large vacant parcels of land east of Charles Street to the north of Borden
- Discontinuous cycling trails which are difficult to find
- Kitchener Memorial Auditorium which is a major destination

The Existing Policy Framework
The Station Area is designated as a Mixed-Use Corridor in the 2011 City of Kitchener First Preliminary Draft Official Plan.

The Future Transportation Network
The RT alignment will split here with northbound trains running along Ottawa and Charles Streets and southbound trains running along Borden. The station will consist of one center platform on Charles Street west of Borden Avenue. The station will act as an important transit interchange with connections to iXpress services along Ottawa to Fischer Haigman Road in the west and the Heritage Park neighbourhood in the east. GRT local bus service will share Ottawa and Charles Street and connect to Borden Avenue.

How the Transit Station Will Be Used
- As an important point of transfer between the RT system and iXpress network connecting to areas east and west of the CTC
- As the gateway to a significant new urban village

What Would Support the Station Area by 2017
- Improved sidewalks and pedestrian environment along Charles Street between Ottawa and Strickland Avenue (Lead: Region and City of Kitchener)
- Improved sidewalks, pedestrian environment and streetscapes along Borden Avenue and Ottawa Street between Charles Street and Courtland Avenue (Lead: Region and City of Kitchener)
- Improved and formalized cycling routes between the Iron Horse Trail and the station platforms (Lead: Region and City of Kitchener)
- Flood control strategies that mitigate against the risk of flooding, contribute to the creation of a wider open space network and lead to increased net developable area (Lead: Region and City of Kitchener)

The Role and Evolution of the Place Along the Corridor
- The area is one of three proposed Urban Villages within the CTC with the potential to transform significantly into a mixed-use, transit-oriented neighbourhood
- Large vacant employment parcels along Borden Avenue and Charles Street have the potential for significant redevelopment characterized by mixed-use and higher densities
Welcome to the Big Shift Toolbox

The Big Shift is a series of economic, environmental and social changes occurring in our community and fundamentally “shifting” how we need to plan and manage growth to maintain Waterloo Region’s prosperity and accommodate a growing population.

The Big Shift Toolbox is designed to make it easier for the community and investors to find information about available Regional (and Area Municipal) planning, infrastructure and financial tools.

Please read the Big Shift Toolbox Report for a summary of the initiatives listed below. You can also click on the links to find more detailed information.

Current Regional Planning and Infrastructure Tools

- Central Transit Corridor Community Building Strategy
- Regional Implementation Guideline for Road Allowance Dedications
- Transportation Demand Management in New Development
- Regional Community Improvement Plan
- The King/Victoria Transit Hub
- TravelWise - Transportation Management Association
- Mid-Year 2013 Region of Waterloo Industrial and Business Park Vacant Land Inventory
- Regional Transportation Master Plan - Moving Forward 2031
- Walk Cycle Waterloo Region - Draft Active Transportation Master Plan

Current Regional Financial Tools

- Regional Development Charges: Core Area Exemptions (see Schedule D)

Quicklinks:
- Bids, Quotes & Tenders
- Development Charges
- Fast Facts
- Housing Providers
- Permits & Licences

Contact(s)
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www.regionofwaterloo.ca/bigshift
Using the Community Building Strategy

- Basis for 3 Cities to undertake (detailed) station area planning
- Help align municipal capital budgets
- Recognize neighbourhood boundaries and other community features
- Promote investment
Developed with all Area Municipalities (with thanks!)

Updated to 2013
Industrial and Business Park Inventory Highlights (2013)

* 2,771 acres (down from 2,851 acres in 2008)
* Only 4 parcels larger than 25 acres, none larger than 50 acres
* 612 acres are "shovel-ready" (up from 480 acres in 2008)
* Additional 936 acres "in the pipeline"
* Absorption rate:
  * Based on 2008 to 2013 average annual absorption (34 acres/year), 18 year supply
* Locational and property size considerations make supply determination more complex
East Side Lands

* Why? Shortage of large lots to support existing businesses to expand and to attract new business
* New large-lot employment lands east of the Grand River in Cambridge (Phase 1 over 700 net acres)
* Master Environmental Servicing Plan (MESP) recently approved by Cambridge and Regional Councils
* Proceeding to proposed Cambridge official plan and zoning by-law amendments
* "Quick start" component ($5M for 200 acres)
* Working to have lands available starting in 2015
Key Focus Areas for Planning Heads

* Working together to protect and enhance our many community assets
* Responding to a large number of complex and transformational development applications
* Focusing on design excellence more than ever
* Staying in contact with the community, including the increased use of social media
* Mentoring our colleagues on the three elements of sustainability: environmental protection, economic prosperity and social well-being
Thank You

Questions?
Next All-Council Meeting
Economic Development Strategy

Proposed Date:

Thursday, June 19, 2014
3:00 p.m. – 5:00 p.m.

Region of Waterloo
Council Chamber
2nd Floor, 150 Frederick Street
Kitchener Ontario