All Council Minutes
Thursday, January 29, 2015
2:10 p.m.
Regional Administrative Headquarters
Council Chamber
2nd Floor, 150 Frederick Street
Kitchener Ontario

Present were: Chair K. Seiling, L. Armstrong, D. Craig, S. Foxton, T. Galloway, D.
Jaworsky, H. Jowett, K. Kiefer, G. Lorentz, J. Mitchell, J. Nowak, K. Redman, S. Shantz,
S. Strickland, B. Vrbanovic and W. Wettlaufer

Cambridge Council: S. Adshade, D. Craig, M. Devine, N. Ermeta, J. Liggett, M. Mann,
D. Reid and P. Wolf

Kitchener Council: S. Davey, F. Etherington, Y. Fernandes, K. Galloway-Sealock, B.
Ioannidis, Z. Janecki, S. Marsh, D. Schnider and B. Vrbanovic

North Dumfries Council: S. Foxton, D. Ostner, R. Rolleman and G. Taylor

Waterloo Council: D. Freeman, J. Henry, D. Jaworsky, B. Mavin, A. Vieth and M.
Whaley

Wellesley Council: J. Nowak and P. Maas

Wilmot Council: L. Armstrong and P. Roe

Woolwich Council: M. Bauman, M. Martin, P. Merlihan, L. Shantz and S. Shantz

*Mayors are shown in attendance for both Regional Council and their own Council due
to quorum requirements.

Members absent: F. Monteiro, J. Gazzola, P. Singh, B. Bourke, M. Durrell, N. Ritchie,

Welcome

Regional Chair Ken Seiling welcomed everyone and provided opening remarks. Self
introductions took place.
Update Regarding Economic Development Strategy and New Economic Development Corporation

Mike Murray, Chief Administrative Officer, Region of Waterloo, introduced the presentation; a copy is appended to the original minutes. He provided background and context for the initiative and summarized the approach for the development of a strategy and the implementation of the Waterloo Region Economic Development Corporation (WREDC).

Jeff Willmer, Chief Administrative Officer, City of Kitchener, summarized the Waterloo Region Economic Development Strategy (WREDS) and provided an update of the progress of developing the strategy. He stated that the WREDS was finalized in December 2014 and distributed to Regional and Area Municipality (AM) Councillors. He emphasized the collaborative approach undertaken by the stakeholders and the extensive consultation process. He noted the membership and contributions of the Advisory Committee.

J. Willmer reviewed the vision statements, the four (4) strategic goals and the corresponding objectives for each of the goals. He provided an overview of the action items, citing the proposed database of available employment lands and the functions to be served with it, as an example. He stated that the strategy will be presented to Regional and AM Councils in February and March 2015 for approval.

Gary Dyke, Chief Administrative Officer, City of Cambridge, gave an overview of the new Corporation, including the key elements of the creation of the Corporation; the benefits of the new entity; the proposed governance model; and, the proposed make-up of the Board of Directors. He stated that the majority of Board members will come from the private sector. He outlined the roles and responsibilities of the Corporation, the AMs and the Region of Waterloo. He indicated that the recommended approach for funding is to be similar to that of Canada’s Technology Triangle (CTT) funding model. He provided information about the benefits of the WREDC, as well as the reporting and accountability measures.

M. Murray summarized the next steps and key dates related to the initiative. He stated that the Board of Directors should be in place by end-March 2015, followed by the formal incorporation and the selection of a Chief Executive Officer during the summer; the new Corporation should be fully functional in 2016.

He highlighted key issues related to the transition process from the CTT to the new Corporation, advising that CTT will continue to operate through 2015 and will then merge its investment attraction activities into the new Corporation. He emphasized the anticipated results of having a unified voice across the Region.
Gerry Remers, Chair, Economic Development Advisory Committee, outlined the broad cross-section of individuals and business sectors involved on the advisory committee. He provided an overview of the issues discussed by the advisory committee members, noting that the business community felt that economic planning and diversity were vital for the development of the Corporation. He stated that a Memorandum of Understanding (MOU) should be established between the AMs and the Corporation to assist with any conflicts. In closing, he requested, on behalf of the business community, that there be support for the strategy and the Corporation, and that the Corporation be funded appropriately.

Ian MacNaughton, Chair, CTT Board of Directors, advised that CTT supports the strategy and the WREDC. He noted that despite the Region having a strong economy, there is a need for a coordinated effort. He stated that expanded funding and a broader mandate is the key to the success of the Corporation. He asked that all Councils support the strategy and the proposed budget.

M. Murray acknowledged audience members involved in the development of the strategy, including, David Brenneman, Grant Whittington, Tim Anderson, Steve Stone and Carol Simpson, as well as Jim Beingessner, the founding Chair of CTT. He concluded the presentation reiterating the next steps, specifically, the reports going to each Council for approval of the strategy.

Councillors inquired about the arts and culture definition and scope, branding for the WREDC and the proposed budget specific to funding for CTT. In response to a question about governance and the lack of political representation on the Board of Directors, G. Dyke stated that checks and balances will be established and annual reports will be prepared for the Region and AMs with progress updates. Councillors discussed the merits and challenges of having one elected representative on the Board using the same selection process as for the rest of the Board.

J. Willmer responded to Councillors’ comments about the governance model, citing past difficulties experienced by CTT when elected officials sat on the Board. He noted that five (5) elected officials were involved on the striking committee for the Corporation.

Staff responded to issues raised by a Councillor regarding the omission of sport and recreation, within the strategy, as well as the omission of health care opportunities and jobs. J. Willmer responded to a question about ensuring that actions noted in the strategy will be advanced given the funding limitations of the AMs by stating that the strategy is to inform the work of all the municipalities and of other economic development stakeholders; it underscores the point that a new corporation can’t fulfil the strategy on its own. He also responded to a question about the proposed funding model by stating that the flat rate model was most acceptable to all municipal councils, as opposed to the population-based funding model.
In response to a Councillor question about labour representation on the stakeholder group, G. Dyke stated labour agencies were invited to participate in workshops during the development of the strategy but didn’t participate or provide comments. He noted that they are able to apply for a position.

G. Dyke also responded to Councillor questions regarding dispute resolution mechanisms and the provision of annual reports, stating that the partnership document will address dispute resolution and each municipality, through their Economic Development offices, will have regular communication with the Corporation.

Councillors discussed the desire to focus on the high-tech and manufacturing sectors and the long-term goals for the Corporation in terms of competing with larger neighbouring municipalities. G. Remers suggested that the short-term goal is to align a team and the long-term goal is allow local business to drive innovation in the Region and use the leverage of the larger companies to achieve the Corporations’ goals.

Councillors discussed the value and challenges in supporting local arts and culture. They also discussed the merits of political oversight during the Board selection process beyond the initial Board appointments. M. Murray advised that having political representation play a continuing role on the nomination committee is an option that will be considered as the Corporation moves forward.

The Councillors inquired about staffing funding, deliverable actions and timelines and the employment status of CTT employees. G. Dyke responded with details about how annual and multi-year work plans and deliverables will be developed from the strategic plan. M. Murray stated that CTT staff will be required to apply for a position with the new Corporation.

In response to a Councillor question about private sector investment, M. Murray stated that it will be for the Corporation to determine how much funding from the private sector and other sources to seek. He noted that he anticipates that the new organization would likely pursue private sector funding and other funding sources. He added that municipal funding will be approximately double of the current allocations to CTT.

M. Murray responded to Councillor questions about the investment levels in economic development of other municipalities, input from the agricultural community and heritage representation. He stated that there was representation from the area townships on both the selection committee and the advisory committee and that agrifood was a subject of much discussion.

The Councillors took a brief recess and resumed the meeting at 4:00 p.m.

**Kitchener and Waterloo Community Foundation (KWCF) Update**

Rosemary Smith, Chief Executive Officer, Kitchener and Waterloo Community Foundation (KWCF), provided a presentation to the Councillors; a copy of her presentation.
presentation is appended. She provided an overview of the Vital Signs program; copies of the Annual Reports for 2013 and 2014 were distributed to the Councillors; copies are appended to the original minutes. She outlined research sources and the priority areas. Research indicated that the overall sense of community is beginning to improve but that income has a significant impact on one’s sense of belonging; she cited the impact on those who live in poverty or are homeless. She summarized the general impact of the lack of a sense of belonging and encouraged all Councillors to consider how to improve this variable in our communities.

**ION Rapid Transit Update**

Thomas Schmidt, Commissioner, Transportation and Environmental Services, Region of Waterloo, gave a presentation; a copy is appended. He provided an overview of the route for the ION, noting the transit choices being offered and the integration planned for the Grand River Transit (GRT) system and the light rail system.

He summarized the private, public partnership model and stated that the Region will own the system, collect fares and monitor performance. He outlined the role of the partners and stated that efforts will be made to mitigate impact during the construction timelines. He stated that the project is currently on schedule and he provided details about the phases and updates for the 2014 construction work and the construction phases planned for 2015. He identified the website where residents can learn more about the ION (www.rideion.ca).

He advised that the aBRT will start in September 2015 and that a public consultation session is also being planned later this year. He provided a summary of community engagement outreach initiatives to date and those that will continue into 2015.

T. Schmidt responded to Councillor questions about the vehicle supplier and the communications strategy to increase awareness about the progress of and the integration between the ION and the aBRT. He assured Councillors that advance notice about public forums will be shared with the local municipalities. T. Galloway advised that the Regional Councillors sitting on the steering committee are also available to receive comments or respond to questions about the project.

Councillors asked questions about whether the ION was on budget; about the locations of stop stations and opportunities for input about the station at the Delta in Cambridge. T. Schmidt confirmed that the ION project is on time and on budget. He noted that Regional planners are working with area municipalities on the design features of the ION stops. He advised that the signal timing in Cambridge (Delta) will be monitored and staff will review collected data to determine any required adjustments.
Proposed Date for Next All-Council Meeting

Thursday, June 18, 2015 (to be confirmed)
2:00 p.m. – 4:30 p.m.
Region of Waterloo
Council Chamber
2nd Floor, 150 Frederick Street
Kitchener Ontario

Closing Comments:

K. Seiling thanked everyone for attending the meeting.

Adjourn

The meeting adjourned at 4:46 p.m.

Regional Chair, K. Seiling

Clerk, S. Natolochny
Focus of Presentation

1. Introduction and Context;
2. Progress and next steps for the Waterloo Region Economic Development Strategy (WREDS);
3. Proposed new Waterloo Region Economic Development Corporation (WREDC); and
Introduction & Context – Where have we come from?

• In 2012, the Region and all seven Area Municipalities jointly commissioned a study to examine the efficiency and effectiveness of economic development in Waterloo Region
• “Waterloo Region Economic Development Study” (Malone Given Parsons) was presented at an All Council meeting and formally approved by each individual Council over the Summer of 2013
• Several recommendations resulted from the study, including:
  • The creation of a Waterloo Region Economic Development Strategy (WREDS)
  • Advancing a new Waterloo Region Economic Development Corporation (WREDC)
The Need to Develop a New Framework

Despite many strengths, there were a number of weaknesses identified in the current framework:
  - Absence of a regional approach to economic development;
  - A gap in available data;
  - Inconsistent marketing approach;
  - A lack of resources, particularly in some of the rural municipalities;
  - Trust issues; and,
  - An unclear understanding of stakeholder involvement in economic development.

It became clear a new framework was needed
The Approach

The new framework included the development of the WREDS and the implementation of a new WREDC.

How?

• Led by a Steering Committee comprised of the CAOs of the Region and the Area Municipalities, and the CEO of CTT Inc.
• Retained Malone Given Parsons for the WREDS (work began in late 2013/early 2014)
• WREDS Objectives:
  o Define a regional focus for economic development and outline strategies for growth;
  o Address short and long-term priorities and action items;
  o Identify partnerships and resources for implementation; and
  o Provide a cohesive strategic framework for all partners to coordinate with their own implementation priorities.
1. WREDS Update

WREDS Progress to date:

- Define the strategic directions – approved in principle by Regional and Area Municipal Councils (Summer 2014);
- Develop the actions and high level implementation – complete;
- Finalization of final strategy document – complete;
- Final decision by Area Municipal and Regional Councils – early 2015;
Formulating the Vision Statement, Goals & Objectives

The process of generating, refining and finalizing the Vision Statement, Goals and Objectives was the result of an extensive collaborative approach, through a series of meetings and workshops with the following groups:

- Region and Municipal Councils;
- Advisory Committee;
- Economic Development Officers Group;
- Economic Development Practitioners Group;
- Board of CTT; and
- Stakeholder Groups.

Input from the public was sought through the project website (www.wreds.ca) and an Open House session held on May 15th, 2014.
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Organization</th>
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<tbody>
<tr>
<td>Gerry Remers</td>
<td>President/COO</td>
<td>Christie Digital Systems Canada, Inc.</td>
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<tr>
<td>Bruce Gordon</td>
<td>Chairman</td>
<td>Manulife Bank, Manulife Trust</td>
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<tr>
<td>Carol Leaman</td>
<td>President/CEO</td>
<td>Axonify</td>
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<td>Carol Simpson</td>
<td>Exec. Director</td>
<td>Workforce Planning Board</td>
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<td>Craig Beattie</td>
<td>Partner</td>
<td>Perimeter Development Corporation</td>
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<tr>
<td>Ed Roberts</td>
<td>President</td>
<td>Conestoga-Rovers &amp; Associates</td>
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<tr>
<td>Greg Durocher</td>
<td>President/CEO</td>
<td>Cambridge Chamber of Commerce</td>
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<td>lan McLean</td>
<td>President/CEO</td>
<td>Greater KW Chamber of Commerce</td>
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<tr>
<td>Iain Klugman</td>
<td>President/CEO</td>
<td>Communitech</td>
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<tr>
<td>Kevin Martin</td>
<td>President</td>
<td>Martin’s Family Fruit Farm</td>
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<tr>
<td>Malcolm Matheson</td>
<td>President</td>
<td>Steed and Evans Limited</td>
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<tr>
<td>Mark Derro</td>
<td>Dean</td>
<td>Conestoga College</td>
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<tr>
<td>Mary D’Alton</td>
<td>President</td>
<td>Waterloo Inn and Conference Hotel</td>
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<tr>
<td>Michael Duschenes</td>
<td>COO</td>
<td>Perimeter Institute</td>
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<tr>
<td>Michael Pley</td>
<td>CEO</td>
<td>COM DEV International Ltd.</td>
</tr>
<tr>
<td>Tim Jackson</td>
<td>Senior Advisor</td>
<td>MaRS Centre for Impact Investing</td>
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<tr>
<td>Vision Statement</td>
<td>To be Locally Rooted, Internationally Competitive, and Globally Renowned.</td>
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<tr>
<td>Goal 1</td>
<td>To be the premier location for innovation and entrepreneurship.</td>
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<td>Goal 2</td>
<td>To be the most competitive location for new and expanding companies and institutions.</td>
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<td>Goal 3</td>
<td>To be a resilient, engaged, and dynamic economic ecosystem.</td>
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<tr>
<td>Goal 4</td>
<td>To be a community of choice for talented people.</td>
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</table>
Goal 1 - To be the premier location for innovation and entrepreneurship.

Objectives:
• To continue to expand the universities and college role in innovation and entrepreneurship;
• To strengthen the culture of innovation within existing businesses and organizations;
• To attract new high quality, promising, innovative organizations and businesses;
• To establish aggressive targets for expanding existing business, attracting new businesses, and start-ups; and
• To promote international recognition as a world class community.
Goal 2 - To be the most competitive location for new and expanding companies and institutions.

Objectives:

- To communicate a compelling value proposition to foreign and domestic companies and institutions;
- To ensure a continuous and immediately available supply of diverse locations for new and expanding businesses;
- To ensure competitive costs of location, attracting talent, and doing business;
- To make full use of all relevant programs available from other levels of government;
- To ensure fast and effective municipal decision making;
- To create the most efficient transportation system to meet the needs of a growing regional economy; and
- To ensure that all local infrastructure is sufficient to meet the needs of Waterloo region.
Goal 3 - To be a resilient, engaged, and dynamic economic ecosystem.

Objectives:
- To support and stimulate new and existing high growth sectors;
- To support and stimulate strong traditional employment sectors;
- To ensure a robust services sector that support a healthy, growing economy;
- To nurture small and medium sized enterprises (SMEs);
- To leverage the region’s post-secondary institutions to the fullest extent; and
- To support the growth, long-term viability, and vibrancy of Waterloo region’s agriculture, agribusiness and agri-food sector.
Goal 4 - To be a community of choice for talented people.

Objectives:
• To become recognized as a major location for art and culture;
• To create a green, sustainable, efficient region that anticipates growth;
• To ensure an appropriate mix of housing that reflects the needs and aspirations of current and future residents; and
• To build on excellence in local education.
WREDS Actions

Strategic Actions:

- The WREDS includes a set of 43 Actions to be implemented by organizations involved in economic development across the region.

- The Strategy identifies:
  - Organization/s best placed to coordinate the Action;
  - Lead implementing organization/s;
  - Organizations that play a support or contributory role; and
  - Priority Actions to be implemented in the short to medium term.
**WREDS Action - Example**

**Action 2.2.2** — Ensure that there is a continuous supply of greenfield land, brownfield projects, and available industrial and office space that matches the expected demand profile.

**Description**
- Establish an Employment Location Readiness Task Force that will report on the current state of readiness, determine a strategy for readiness and monitor its implementation.
- To undertake a region-wide Employment Location Readiness Assessment.
- To identify potential incentives where practical.
- To monitor competing cities and regions and outline practical strategies to maximize competitiveness and quantity of location supply.
- An annual benchmarking monitoring report that will assess any municipal initiatives that are required to ensure employment location supply and readiness.

<table>
<thead>
<tr>
<th>Type of Action</th>
<th>Marketing and Communications</th>
<th>Organization</th>
<th>Advocacy and Intergovernmental</th>
<th>Data Management and Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land and Location</td>
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<td>X</td>
<td></td>
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<tr>
<td>Business Retention and Expansion</td>
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<tr>
<td>Talent Attraction, Development, Retention</td>
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<tr>
<td>Community Capacity Building</td>
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</table>

**Organizational Responsibility**

<table>
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<tr>
<th>Lead</th>
<th>Support</th>
<th>Priority</th>
<th>When to Initiate</th>
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<tbody>
<tr>
<td>Region of Waterloo/ Area Municipalities</td>
<td>All organizations with an interest in economic development</td>
<td>High</td>
<td>2015</td>
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<td></td>
<td></td>
<td>Medium</td>
<td>2016</td>
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<td></td>
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<td>Low</td>
<td>2017-2019</td>
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<td>2020 +</td>
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WREDS Implementation

Next Steps:

• Developing 2015 WREDS Implementation Plan;
• Report to Municipal Councils (Feb/March 2015)
  o Final Approval of the Strategy; and
• Coordinated implementation by all economic development stakeholders.
2. WREDC Update

The creation of a new economic development corporation was recognized to be an important part of the new framework.

**Key Elements:**
- "Arms-length", not-for-profit corporation;
- Accountable to primary funders (the Region and Area Municipalities);
- Governed by a Board of Directors:
  - Responsible for oversight and direction, including hiring and working with the CEO;
- Many successful examples/models in other communities.
What can the new entity offer?

• An expanded mandate for economic development on a region-wide basis;
• A mechanism to address the gaps and challenges that have been identified with the current economic development framework;
• One primary point of contact for regional scale economic development activities;
• A role in supporting and strengthening collaboration and communication with all stakeholders; and
• An opportunity to align and coordinate region-wide strategic directions, objectives, resources and initiatives and to speak with “one voice” on important economic issues.
Proposed Governance

• A relevant and sustainable governance model is critical to overall success and effectiveness of the new Waterloo Region Economic Development Corporation (WREDC);
• Initially, the Region and Area Municipalities will be the primary funders
  • May include potential for other sources of private/public funding in the future; and
• The proposed governance model is in line with industry practices.
Board of Directors

• Will be responsible for oversight and ensuring best-practices in terms of governance;

• Skills-Based Board (9-12 members):
  o An appropriate range and mix of skills (priority criteria);
  o Individuals from a cross-section of various sectors of the region’s economy;
  o The majority of the Board members will come predominantly from the private sector.

• Selected by a "Selection Committee" including Regional Chair, 3 City Mayors, 1 Township Mayor, 5 private sector members (from Advisory Committee).
Roles and Responsibilities

• Overall management of the regional economic development strategic plan and coordination with other stakeholders;
• Investment attraction to the Waterloo Region;
• Liaison with Provincial and Federal government efforts to attract industry and grow key sectors of the economy;
• Marketing and promotion of the region;
• Key sector development activities;
• Talent development and people attraction (working with partners);
• Data and research to support regional economic development activities; and
• Coordination of area municipal efforts in retaining and supporting the expansion of “regional scale” businesses.
Area Municipal Roles

- Community promotion;
- Land and real estate development;
- Point of contact for business into Area Municipal government (zoning, etc.);
- Business retention and expansion activities;
- Investment attraction support (assisting the WREDC);
- Ensure area municipal government activities are aligned with the Regional Economic Development Strategy; and
- Establish protocol for dealing with investor prospects within the Area Municipal organization.
Region of Waterloo Roles

• Data and research support for regional economic development efforts;
• Develop and maintain an inventory of available land for development/employment purposes;
• Point of contact for business development inquiries/activities within the Region of Waterloo (corporately);
• Ensure Regional government activities are aligned with the Regional Economic Development Strategy; and
• Establish protocol for dealing with investor prospects within the Regional organization.
Other Key Public Facing Stakeholders

• There are more than two dozen organizations, from business groups to educational institutions that have a role to play in the implementation of the Regional Economic Development Strategy.
• A key objective is to ensure all stakeholders see themselves in the plan and will hold each other accountable for their roles and responsibilities as well.
# Funding – Recommended Approach*

<table>
<thead>
<tr>
<th>Municipality</th>
<th>2014 Funding Level</th>
<th>2015 Funding Level</th>
<th>2016 Funding Level</th>
<th>2017 Funding Level</th>
<th>2018 Funding Level</th>
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<td>N. Dumfries</td>
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<td>$5,000</td>
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<td><strong>ROW</strong></td>
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<td><strong>Total Funding Level</strong></td>
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<td>$1,950,000</td>
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* All funding in 2015 dollars
The new WREDC is to assume a variety of economic development functions at a region-wide scale, which will have a number of benefits to the Region and Area Municipalities. These benefits include:

- Access to regional marketing and communication material to help attract and maintain investment, businesses, and people;
- Access to shared data and analysis;
- Improved capacity to promote investment in new infrastructure, services, and business;
- Third-party resource to support the economic development efforts of the Region and Area Municipalities; and
- New resources to help identify and support strategic growth sectors as key regional assets.
Reporting & Accountability

• A partnership agreement between all the Area Municipalities, the Region and the new WREDC will be developed
• It will outline:
  o The mandate of the new WREDC;
  o Roles and responsibilities of each of the partners;
  o Financial terms and commitments;
  o Review period and reporting commitments;
  o Communication protocols; and
  o Advisory & liaison committee roles.
• The new WREDC will report annually at an All Council Meeting
• If requested, individual reports to Area Municipal and Regional Council will also be provided
Waterloo Region Economic Development - Next Steps

• Individual Municipal Council Reports (Feb/Mar 2015):
  o Final decision re. the WREDS framework and the creation of a new Waterloo Region Economic Development Corporation (subject to 2015 budget approval).
• Implementing 2015 WREDS Action Items.
• WREDC Establishment (2015)
  o Board of Directors Recruitment and Selection (March, 2015);
  o Finalizing Implementation and Transition Plans (Winter, 2015);
  o Incorporation of the new WREDC (Spring, 2015); and
  o Hiring of the Chief Executive Officer (CEO) by the Board (Summer, 2015).

• New organization is fully functional (January 1, 2016).
A Period of Transition (2015-2016)

- Establishing a new framework for Economic Development represents a significant change – the need to plan for and facilitate a smooth transition is a key priority;
- CTT will continue to operate throughout the planning and set-up phase of the new WREDC (2015);
- There is a commitment to merge CTT’s key assets with the new WREDC, building on the strength and expertise that already exists and maintain momentum; and
- The new WREDC will be fully functional (2016).
An Exciting New Direction

• Much progress has been made since June 2013 on several key initiatives;
• A collaborative, coordinated and inclusive approach continues to remain the focus of these efforts;
• The completion of the WREDS represents the first-ever region-wide strategy with a focus on maximizing the economic opportunities that exist now and in the future;
• The new framework will increase the collective capacity to achieve overall community economic development objectives; and
• New opportunities to tell our collective story – speaking with one, strong voice.
Questions?
Waterloo Region Economic Development

All-Council Meeting: January 29, 2015
Background

Priority Report

Exploring Belonging
WHAT IS VITAL SIGNS ANYWAY?
THE BIG PICTURE
Although our community’s subjective sense of belonging appears to be improving, the growth of our community donation levels have not kept pace with our rapid population growth. We are still waiting to see the positive outcomes associated with our increased subjective feelings of belonging.

Sense of community belonging on the rise
Although improving, those aged 20–34 still report a sense of belonging significantly lower than the community.

Sexual orientation impacts sense of

Donor growth not keeping pace with population
In the past 17 years, our population has grown by 24% while our donor base has grown by just 1%.

*Source: CANSIM Table 111-0001
On a scale of 1 to 5 where 1 represents

would you rate your level of

On a scale of 1 to 5 where 1 represents
WATERLOO REGION’S Vital Signs®
PRIORITY REPORT
EXAMINING THE PRIORITIES OF OUR COMMUNITY  I  2014

THE KITCHENER
AND WATERLOO
COMMUNITY
FOUNDATION
Somewhat Strong or Very Strong Sense of Community Belonging by Age (%)
Sense of community belonging on the rise

Although improving, those aged 20–34 still report a sense of belonging significantly lower than the community.

*Source: CANSIM Table 105-0501 (Data for 45–64 age group was unreliable and could not be reported)*
In the past 17 years, our population has grown by 24% while our donor base has grown by just 1%.

Donor growth **not keeping pace with population**

*Source: CANSIM Table 111-0001*
Sexual orientation impacts sense of belonging

54.2% of those who identify as being straight or heterosexual have a strong sense of belonging compared to only 36.9% of those in the community who identify as being gay, lesbian, bisexual or other-identified.

*Source: 2013 CMW CWS
46% of residents who have an annual income of less than $40,000 have a strong sense of belonging.

60.8% of residents who have an annual income of $120,000 or more have a strong sense of belonging.

*Source: 2013 CIW CWS*
HOW DARE WE FOCUS ON BELONGING?
AND EVERY DAY, THE WORLD WILL DRAG YOU BY THE HAND, YELLING "THIS IS IMPORTANT! AND THIS IS IMPORTANT! AND THIS IS IMPORTANT! YOU NEED TO WORRY ABOUT THIS! AND THIS! AND THIS!"

AND EACH DAY, IT'S UP TO YOU, TO YANK YOUR HAND BACK, PUT IT ON YOUR HEART AND SAY "NO. THIS IS WHAT'S IMPORTANT."
WE CAN DESIGN BELONGING

Final Report for
The Kitchener and Waterloo Community Foundation
COMMUNITY EDITION
Authentic Interactions

Shared Experiences

Feeling Welcome
DARE TO BELONG
ABOUT VITAL SIGNS

*Waterloo Region’s Vital Signs*® is an annual checkup through which The Kitchener and Waterloo Community Foundation measures the vitality of our Region, identifies significant trends and examines the priority areas critical to Waterloo Region’s quality of life.

For a more comprehensive compilation of data used in this year’s *Waterloo Region’s Vital Signs* report, please visit our website at www.wrvitalsigns.ca

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*The Vital Signs® trademark is used with permission from Community Foundations of Canada (CFC).*
Welcome to the sixth edition of Waterloo Region’s Vital Signs (WRVS)—a snapshot of the quality of life in our community. Since 2007, we have aspired to infuse civic engagement, to provide focus for public debate and to mobilize philanthropy around community need. As a Community Foundation, WRVS helps us focus on the most challenging issues facing our Region. Whether it is setting strategy at the Board of Directors, improving the impact of our grant work or building relationships and knowledge, Vital Signs is a tool for learning, for change and for action.

Your WRVS team has been busy collecting a wealth of high-quality information. Amongst other sources, you will see data from Stats Canada, the Ontario Municipal Benchmarking Initiative (OMBI) and the Canada Revenue Agency (CRA). Supplementing this objective data, the backbone of WRVS is a host of subjective information. We gathered subject matter experts from around the Region into a series of focus groups. To help contextualize the data, we asked them what was working well and what needed attention.

Finally, this year we partnered with the Canadian Index of Wellbeing (CIW) to help ask our Region how it feels about life in this community.

As a continued part of the WRVS process, we convened a panel of experts from around the community to help guide the creation of the report. The experts spoke, and we listened. They helped us understand that although community building must be focused to be successful, to truly understand the issues highlighted in WRVS we would have to revise our silo style. In the following pages we unveil a new approach to viewing the indicator areas, one which we believe captures the complexity and the interrelatedness of working in social change.

Together we can create positive change where it is needed most. We look forward to working with you as we build a stronger, more vibrant Waterloo Region for all.

Sincerely,
David Brenneman and Rosemary Smith

For a complete overview of the Vital Signs methodology and more, please visit www.wrvitalsigns.ca
The report you are holding is the beginning of a new three-year cycle for *Vital Signs*. In the following pages we give you a higher-level view of the 11 indicator areas as well as a regional economic context. In 2014 and 2015, we will return to the *Vital Signs* Priority Report format, focusing on the priority areas identified in this report and helping you discover ways you can take action.

A lot of time and consideration goes into understanding which *Vital Signs* issues are in most need of attention in Waterloo Region. Although there will always be some level of need in each of the areas, we believe to truly make change we must focus our efforts. Collectively, the available data, input and background received from our focus groups as well as our Expert Review panel tell us the *Vital Signs* Priority Areas for 2013–2015 remain:

- Belonging & Leadership
- Arts & Culture
- Getting Started
- Health & Wellness

Throughout this report and the following two years we will work with you to understand the factors underlying these problems as well as how our community can take action. Together we believe we can make Waterloo Region the best place to live, work, play and raise a family.

**WATERLOO REGION’S VITAL SIGNS—PRIORITY AREAS**

**GETTING AROUND: a special focus**

New this year, in addition to the four Priority Areas, is a special focus on Getting Around. As we reviewed the data, it became clear that any difficulty an individual struggles with in Waterloo Region is only exacerbated by issues with access and transportation. The urban and rural divide can isolate those who need social support if they do not have access to a personal vehicle. Gaining employment can be difficult if the place of work is located away from a transit route in a rural or industrial area. These issues and more can impede a person’s ability to thrive and to feel like they belong to this community.
To add a subjective level of information to the report, we partnered this year with the Canadian Index of Wellbeing (CIW). CIW—a national initiative to measure wellbeing across Canada—is located at The University of Waterloo and specializes in analyzing complex social issues such as those described in WRVS. Working together we adapted their Community Wellbeing Survey for our local context. With the tremendous support of our community partners, 20,000 surveys were sent out to randomly selected households across Waterloo Region. Much of the detailed data was not yet available for this year’s report, and will be used in the next two years to delve deeper into our Priority Areas. We do, however, have some interesting overview data for this year’s report that helps to paint a clearer picture of our community.

The results tell us that one in five of our residents does not feel like they belong. This is problematic because a declining sense of belonging can indicate potential troubles ahead. There appears to be a fairly consistent percentage of our residents—around 10 percent (not necessarily the same people all the time)—who feel like “outsiders” in one way or another. They do not find our community welcoming, sociable or friendly. They have difficulty connecting with people. More than a third find the accessibility of health care services fair to poor. Through the following pages, look for the Community Survey Data section in each of the indicator areas for information about these threats to community wellbeing and more.

**AT A GLANCE**
- Just 51% of our community said they volunteered in the past 12 months
- 44% feel programs and services of local government have made them better off
- 65% have attended a local festival, though only 53% have attended a museum or visual arts event
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.

Needs Improvement/Attention:

• Engage more artists in capacity/leadership discussions
• Connecting ticket/entrance revenue to sustainable support
• Many community-wide free events

Working Well:

• Collaboration amongst arts-focused organizations
• More tickets

Taking the Pulse
The number of people employed in the areas of Arts, Culture, Recreation and Sport has declined to just over 6,000 people. Source: CANSIM Table 282-0114

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 Labour Force Survey

A breakdown of which function those employed in the cultural industries in Waterloo Region serve. Source: National Household Survey

Two thirds of our polled residents have attended a free festival in the past year.

Community Survey Data
The Big Picture
The overall trend for our community’s sense of belonging continues to decline. This is particularly so for the 20–34 and 45–64 age groups. Fewer people are donating charitably in the Region, though those who do donate are donating more.

Taking the Pulse
Working Well:
• Our community has a strong sense of social justice and responsibility
• The Region’s collaborative/barn raising culture

Needs Improvement/Attention:
• We need to engage newcomers to our community, not only from outside of Canada but also from other provinces and cities
• We must embrace all forms of leadership
Somewhat Strong or Very Strong Sense of Community Belonging by Age (%)

Context: Since 2003, the overall trend in those feeling a somewhat strong or very strong sense of community belonging has been in decline. These feelings are especially low amongst those aged 20 to 34 years old.
Source: CANSIM Table 105–0501

Charitable Donors as a Proportion of Tax Filers

Context: Across Canada the proportion of tax filers who make charitable contributions has been decreasing. Waterloo Region displays this decline as well, however the gap we used to hold over both the provincial and national average has decreased considerably.
Source: Statistics Canada; Table 111–0001

Median Charitable Donations for Donors

Context: Of those who do donate, the median\(^1\) donation has climbed to almost $350 per tax filer.
Source: Statistics Canada; Table 111–0001

\(^1\) Median provides similar information as mean and is used in certain circumstances as it reduces the effect of irregular data points (outliers).

Community Survey Data
Survey respondents told us that 81% of them would recommend Waterloo Region as a great place to live.

WANT TO TAKE ACTION?
Want to take action on some of the issues facing your community? Check out KWCF’s Centre for Community Knowledge at www.cckwr.ca. You will find specific information about charitable organizations doing work in each of the Vital Signs areas.
The Big Picture
The environment is an important topic in the Region. The proportion of waste we divert to recycling is higher than the Ontario median and has been increasing steadily since the mid-2000s. As a community we are using less water per day and treating less water annually.

Taking the Pulse
Working Well:
• Collaboration between Universities and local organizations
• The Region of Waterloo’s focus on urban intensification over sprawl and farmland redevelopment

Needs Improvement/Attention:
• Difficulty covering administration costs in environmentally focused organizations
• More public education and awareness of how they can best protect the environment
Context: Across the Region we are using less residential water per capita; now less than 250 litres per day.
Source: Municipal Water and Wastewater Survey

Context: The trend in mega litres of treated water is declining, now less than 12,000 mega litres per 100,000 people.
Source: OMBI

Context: Through reduction, reuse and/or recycling, residents of Waterloo Region now divert over 50% of their residential waste from landfills.
Source: OMBI

Context: Feelings of responsibility towards the environment are high in Waterloo Region. 88% of survey respondents said they feel personally responsible to help protect the natural environment.

DID YOU KNOW?
A group of Regional Carbon Initiative member organizations have collectively committed to reducing 45,000 tonnes of GHG emissions within the next 10 years; the equivalent of taking over 10,000 cars off the road every year.
GAP BETWEEN RICH & POOR

The Big Picture
Although our overall poverty rate is low, 25% of our adult population had incomes of $14,100 or less in 2010. The gap between rich and poor has been growing for some time. Research has shown that the wider the gap, the more stress there is for those who have been left behind. Increased stress leads to poorer health, among other negative factors.

Taking the Pulse
Working Well:
- Supportive housing of Waterloo Region
- Emergency food and shelter access

Needs Improvement/Attention:
- Addressing the needs of those in need/at risk in rural areas
- Helping the public to better understand the determinants and effects of poverty
The median income of Waterloo Region’s top 50% of tax filers is over $50,000 per year while the median income of the bottom 50% is just $14,100.

Source: Statistics Canada Table 204–0001

The median income for economic families, controlled for inflation, has risen to over $70,000 per year. An economic family is a group of two or more persons who live in the same dwelling and are related to each other by blood, marriage, common-law or adoption.

Source: Statistics Canada; Income Trends in Canada

The proportion of people living in Waterloo Region \(^1\) deemed poor by the After-Tax LICO method is lower than both the Ontario and Canadian averages. LICO or Low-Income Cut Off represents an income threshold below which a family will likely devote a larger share of its income towards food, shelter and clothing than the average family.

Source: Statistics Canada; Table 202–0802

Community Survey Data

Of those surveyed, 12% of our population indicated they had to eat less in the past 12 months because there was not enough food or money for food. 8% responded that this happened at least once a month.

\(^1\)Note that because of the smaller population size of the Region of Waterloo this figure is subject to more variability than the province or country.
The Big Picture
Being able to get from place to place is key to accessing everything from employment to social assistance, education to organized leisure. Our transit system is used almost exclusively by students, seniors, and people with low income. Only 5% of our community use it to get to work. Geographically, our Region is dominated by agricultural and natural land, and those who live in the townships have little access to services without a car.

Taking the Pulse
Working Well:
- iXpress; Go Transit expansion
- Integrated cycling and transit

Needs Improvement/Attention:
- Lack of trail connectivity
- Winter maintenance of pedestrian/cycling routes
The proportion of our labour force using public transit to commute to work (5%) is almost a third of the provincial average (14%).
Source: Statistics Canada Community Profiles

The trend in annual transit trips per capita is increasing.
Source: OMBI

The vast majority of the population of the Region (89%) use a car, truck or van to commute to work.
Source: Statistics Canada

Six out of ten survey respondents feel that traffic congestion is an issue in Waterloo Region.

It is generally more cost-effective to become a member of a community car share if your household drives less than 12,000 km/year.
The Big Picture
Getting started in life, either as a new Canadian, a new family or a young worker, can be difficult in Waterloo Region. It is important that newcomers feel welcome and are able to secure adequate housing and employment in a reasonable timeframe.

Although the proportion of our Region who are new Canadians is slowly growing, we are still behind both Ontario and Canada. As well, on a per child basis, our investment in childcare is consistently below Ontario levels.

Taking the Pulse
Working Well:
• Good range of support services for newcomers
• Perception of the Region as a safe community

Needs Improvement/Attention:
• Immigrants represent six percentage points less of our population than Ontario
• Youth unemployment gap
Context: Immigrants represent six percentage points less of our population than they do across Ontario. 
Source: Statistics Canada

Context: Immigrants as a percentage of the population are much higher in our cities (mean 23.6%) than in our townships (mean 9.75%).
Source: Statistics Canada; 99–004–XWE

DID YOU KNOW?
• One in four people who live in the Region of Waterloo were not born in Canada.
• 16.2% of the population of the Region are classified as visible minorities.
The Big Picture
The percentage of our population who rate their own mental health as fair or poor has doubled since 2008. Despite living in the middle of the best produce-growing land in Canada, we do not do any better at eating our five servings of fruit and vegetables than the average Canadian. Although the Region has a variety of walking/cycling paths, the majority of us do not spend our leisure time actively.

Taking the Pulse
Working Well:
• Focus on the social determinants of health
• Access to primary care physicians is improving

Needs Improvement/Attention:
• More focus on preventative health measures such as more active leisure time and improved diet
• How to care for an aging population
Context: The percentage of our population self-rating their mental health as fair or poor has risen to 9%.
Source: CANSIM Table 105–0501

Leisure-Time; Percent Moderately Active

Context: Approximately 50% of our community’s leisure time is spent being at least moderately active.
Source: Statistics Canada

Percent with Five or More Servings of Fruits and Vegetables per Day

Context: Just 40% of the population of the Region eats five or more servings of fruits and/or vegetables in a day.
Source: Statistics Canada

Community Survey Data
Over a third of our survey respondents rated the overall accessibility of the health care services in our community as fair to poor.

DID YOU KNOW?
15.9% of our population aged 12 and older smoke.
The Big Picture
A sense of belonging is often “place-oriented”. Many of our residents are stuck in housing that is in poor condition and unaffordable. A growing number have no place to call home. New immigrants and people with low incomes look for rental housing, but much of the new housing being built is for ownership.

Taking the Pulse
Working Well:
• Decent vacancy rates across the Region
• Pooling of funding for housing purposes

Needs Improvement/Attention:
• Need more capacity/units
• Proximity of affordable housing to transit
### Percentage of Social Housing Placed Annually

**Context:** Since 2006 we continue to place fewer of those who sit on a waiting list for social housing.

Source: OMBI

![Percentage of Social Housing Placed Annually](image)

### Housing Starts

**Context:** Across the Region, housing and rental housing starts are increasing.

Source: CMHC

![Housing Starts](image)

### Average Nightly Occupancy Rate of Emergency Shelters

**Context:** The occupancy rate for emergency shelters is now higher than the Ontario median.

Source: OMBI

![Average Nightly Occupancy Rate of Emergency Shelters](image)

### Community Survey Data

Almost one in 10 people surveyed had trouble paying their mortgage or rent on time at least once in the past year.

![Community Survey Data](image)
The Big Picture
Since 1990, the percentage of the adult population without high school education has dropped by half, to 20%. At the opposite end, we are slightly ahead of the province and country in the population with post-secondary education, at 53%. Despite our educated community, almost 20% of us do not have access to the Internet at home.

Taking the Pulse
**Working Well:**
- Success of the Project READ program
- Great facilities to support learning

**Needs Improvement/Attention:**
- Adult literacy challenges
- Addressing the grade seven to high school dropout gap
Context: The trend of those 15 and over who have not completed high school is declining. Source: Statistics Canada

Context: The proportion of those aged 15 and over with a post-secondary education has been steadily rising and is now at over 50%. Source: Statistics Canada

Context: Over 80% of our population now has access to the Internet from home. Source: Statistics Canada

Community Survey Data

The majority of survey respondents feel that there are plenty of opportunities to take formal education courses (72%) and interest courses (79%).
The Big Picture
Our crime rate has been in decline for a decade. In addition, the severity of the crimes committed has been waning since 1998. Our youth rate of crime is slightly higher than both the Ontario and Canadian levels, though there is some question as to what is actually driving this.

Taking the Pulse
Working Well:
- Police involvement in community-wide solutions
- Understanding of root causes of crime

Needs Improvement/Attention:
- Over emphasis on illicit drug abuse; more focus is needed on alcohol-related problems
- Domestic violence/hate crime
Crime rates continue to decline, with Waterloo Region now standing at just 5,200 offenses annually per 100,000 people.

Source: Statistics Canada; Table 252–0052

The severity of the crimes committed continues to decline as well.

Source: “Measuring Crime in Canada” Study

Connected: Our youth crime rate is higher than both the provincial and national levels.

Source: CANSIM; Table 252–0051

Community Survey Data
One in five of our survey respondents felt discriminated against because of their ethnicity, culture, race or skin colour in the past year.

DID YOU KNOW?
Waterloo Region has 145 police officers per 100,000 citizens; the Ontario and Canadian averages are over 195 per 100,000.
The Big Picture
When you adjust for inflation, median total income for all families has been decreasing since 2007, although it is still slightly ahead of the province and country. The number of people on employment insurance (EI) has returned to pre-recession levels, and business bankruptcies have been reduced by 80% since 2007.

Taking the Pulse
Working Well:
- Engaged, connected, efficient employment resource organizations
- High labour participation rate

Needs Improvement/Attention:
- Skills gap
- Need a more comprehensive strategy to manage labour issues (youth, older workers, new Canadians)
Context: Median income for all family units is now $56,100 per year.
Source: Statistics Canada; Income Statistics Division

Context: Total number of employment insurance (EI) beneficiaries in the Region has decreased from 2008 economic recession highs, from 16,875 in 2009 to 9,261 in 2012.
Source: CANSIM Table; 276–0009

Context: The number of annual business bankruptcies has been steadily declining to just 22 in 2012.
Source: Industry Canada

Community Survey Data
Almost 26% of survey respondents said their current occupational position did not adequately reflect their education and training.

DID YOU KNOW?
While the 2011 unemployment rate was 7.2% across the Region, it was 12.1% for those who entered the country within the last five years.
ECONOMIC CONTEXT

The Big Picture
The employment level is trending upwards, though just barely in the last year. Consumer bankruptcies have returned to the pre-recession level, and the area’s Goss Domestic Product (GDP) has started to recover from a large hit to manufacturing during the recession.

Taking the Pulse
Working Well:
- Growing entrepreneurial/tech environment
- Re-urbanization of downtown core

Needs Improvement/Attention:
- Housing speculation/increased pressure on housing prices
- Access to home ownership for those getting started in life
Controlled for inflation, the Gross Domestic Product (GDP) of the Region has almost recovered to pre-downturn levels.

Source: Canadian Tech Triangle

Employment levels across the Region have been rising steadily and are now at over 273,000.

Source: Statistics Canada Labour Force Survey

Consumer bankruptcies have declined to their lowest level in 12 years (866 in 2012).

Source: Industry Canada

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1 To control for inflation, GDP figures are normalized to a reference year (2002).
COMMUNITY PARTNERS

THANKS TO OUR FOCUS GROUP PARTICIPANTS!
Alzheimer Society of KW
Cara Dowhaniuk
CAFKA
Gordon Hatt
Cambridge Cycling Focus Group
Christian Aagaard
Cambridge Galleries
Mary Misner
Cambridge Self-Help Food Bank
Pat Singleton
Capacity WR
Cathy Brothers
Climate Action WR
Sarah Brown
Communitech
Rob Drimmie
Alayne Hynes
Community CarShare
Jason Hammond
Community Justice Initiatives
Julie Thompson
Conestoga College
Mark Derro
Drayton Entertainment
Steven Karcher
eyeGO to the Arts
Tigger McCullough
Family and Children’s Services WR
Jill Stoddard
House of Friendship
Rev. Michael Hackbusch
inReach
Rohan Thompson
KWIAG
Shirley Madill
Caroline Oliver
KW Symphony
Chris Sharpe
Adrienne Steer
K-W Multicultural Centre
Marty Schreiter
Lucia Harrison
Literacy Group of Waterloo Region
Carol Risidore
Karen Morgan-Bowyer
Lost & Found Theatre
Kathleen Sheehy
Lutherwood
Donna Buchan
Sherri McDermid
Mennonite Central Committee
Greg deGroot-Maggetti
Miovision
Ryan McCartney
Mosaic Counselling and Family Services
Sue Gillespie
Lirondel Hazineh
Neruda Productions
Isabel Cisterna
Nutrition for Learning
Brian Banks
Ogilvie Dougherty
Matt Douglas
Pat the Dog Playwright Development Centre
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Lisa O’Connell
rare Charitable Research Reserve
Shawna Craig
Ray of Hope
Harry Whyte
Reception House—WR
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Region of Waterloo
Lorie Fioze
ROOF
Sandy Dietrich-Bell
Skills Canada-Ontario
Gail Smyth
Social Planning Council of K-W
Trudy Beaulne
Strong Start
Michelle Denison
Inge Ford
Sun Life Financial
Waterloo Busker Carnival
Randy Warren
Supportive Housing of Waterloo
Lindsay Klassen
Sustainable Waterloo Region
Mat Thijsens
THEMUSEUM
Jennifer Knight
Angela Olano
The Clay and Glass
Bill Poole
The Working Centre
Jen Smerdon
United Way of Cambridge and North Dumfries
Ron Dowhaniuk
University of Waterloo
Greg Michalenko
Waterloo Catholic District School Board
John P. Shewchuk
Waterloo Community Arts Centre
Heather Franklin
Waterloo Region Crime Prevention Council
Christian Sadeler
Waterloo Region District School Board
Margaret Johnston
Waterloo Region Police Service
Insp. Douglas Sheppard
Waterloo Youth Councils
Dawn Tozer
Wilfrid Laurier University
Rev. Brice Balmer
Wilmot Family Resource Centre
Trisha Robinson
Woolwich Community Health Centre
Denise Squire
Waterloo Region Museum
Tom Reitz
YWCA K-W—Mary’s Place
Elizabeth Clarke
Volunteer Action Centre
Jane Hennig
A special thank you goes out to the many photographers who submitted photos for our annual photo contest.

**First Prize:** Brent Wettlaufer

**Second Prize:** Lynn Boehler

**Third Prize:** Derek Weidl

Submissions used throughout the 2013 report include: Lynn Boehler, Colin Carmichael, Grand Valley Construction Association, Derek Harris, Carole Jackson, Bethan Llewellyn, Raymond Leveille, Zainab Moghal, Waterloo Regional Police Service, Brent Wettlaufer and more.

**PHOTO CONTEST WINNERS**
OUR FOUNDATION

Community is foremost in our minds at The Kitchener and Waterloo Community Foundation. We continuously strive to improve the quality of life for all citizens in Waterloo Region by building assets to provide lasting support for local priorities, addressing community needs through grant making, educating others about local organizations and programs, and providing leadership by bringing people and organizations together to address key issues and opportunities.

COMMUNITY FOUNDATIONS

Community Foundations provide a simple, powerful and highly personal approach to giving. We offer a variety of giving tools to help people achieve their charitable goals.

You can make a gift of cash, stocks, bonds, real estate or other assets to your Community Foundation. Most charitable gifts qualify for maximum tax advantage under federal law.

Through your Community Foundation you can support the issues you care about most. For more information and ideas on ways to integrate charitable planning into your financial planning, ask your financial advisor to contact us.
WATERLOO REGION’S
VitalSigns®
PRIORITY REPORT
EXAMINING THE PRIORITIES OF OUR COMMUNITY | 2014
Our sense of connection with one another is strengthened when we contribute to our community by voting, volunteering or donating. When we feel like we belong to our community we are more likely to feel accountable and more likely to step up in a leadership capacity.

**The Big Picture**

Although our community’s subjective sense of belonging appears to be improving, the growth of our community donation levels have not kept pace with our rapid population growth. We are still waiting to see the positive outcomes associated with our increased subjective feelings of belonging.

Although improving, those aged 20–34 still report a sense of belonging significantly lower than the community.

**Sense of Community Belonging on the Rise**

Although improving, those aged 20–34 still report a sense of belonging significantly lower than the community.

**Sexual Orientation Impacts Sense of Belonging**

54.2% of those who identify as being straight or heterosexual have a strong sense of belonging compared to only 36.9% of those in the community who identify as being gay, lesbian, bisexual or other-identified.

**Belonging & Leadership**

Although our community’s subjective sense of belonging appears to be improving, the growth of our community donation levels have not kept pace with our rapid population growth. We are still waiting to see the positive outcomes associated with our increased subjective feelings of belonging.

*Source: CANSIM Table 105-0501 (Data for 45–64 age group was unreliable and could not be reported)

*Source: 2013 CIW CWS

Did you know that simply getting out and walking around your neighbourhood can increase your sense of community belonging?
Participating in arts and cultural activities such as music festivals, art galleries or live theatre offers us an opportunity to show our creative side and nurture our soul. Culturally rich communities are more likely to have proud populations and are better able to attract and retain great talent.

**THE BIG PICTURE**

Employment in culturally related industries has rebounded from a very significant drop in 2012. Although our residents report low usage levels of local cultural facilities, they do report being engaged in cultural activities. This suggests our community is travelling to other cities for arts and culturally related events. Despite the fact that Waterloo Region has numerous free festivals each year, attendance seems to be income-related.

**Participation in cultural activities vs. use of cultural facilities**

Although our residents reported low usage rates of cultural facilities within the Region, their participation in cultural activities (regardless of geographical location) was much higher. This indicates that our residents are active in arts and culture but do so outside of the Region.

**How income impacts cultural activity attendance**

- **$40,000**
  - Fewer than 50% of residents with an annual income of less than $40,000 attend cultural activities.

- **$120,000**
  - Over 70% of residents with an annual income of at least $120,000 attend cultural activities.

**How cultural activity attendance affects sense of belonging**

- **71.6%**
  - Of residents who attend cultural events report a stronger sense of belonging to our community.

**Significant increase in arts, culture, recreation and sport employment numbers**

After a drop of approximately 2,400 jobs from 2011 to 2012, employment in the cultural sector has rebounded with an increase of 1,900 jobs in 2013.

*As with all population data, please account for sampling errors. Source: CANSIM Tables 282-0114 and 282-0010

Concerned about parking? There are over 500 free parking spots in our uptown/downtown cores, giving us access to many of our community’s arts and culture activities.
Getting started as a new Canadian, as a young person entering the workforce or as a young family can be challenging in the Region. Assisting these groups helps create a more vital community and can make a lasting improvement for all.

**THE BIG PICTURE**
Many of our young adults have failed to achieve a solid connection to work. Many are in part-time, low-paying positions. If this population sub-group is unable to secure meaningful work, they are less likely to develop a strong sense of belonging to our community. In addition, wages for those new to Canada continue to lag behind those born in Canada.

**Almost one in five of our population are local university or college students**
Over 60,000 full-time and 33,000 part-time students are enrolled in our three post-secondary institutions.

*Source: Association of Universities and Colleges*

**Number of regional licensed child care spaces lag behind**
**Ontario rates**

**Regional youth unemployment rates** lower than Ontario average
While the Region’s youth unemployment rates track the provincial trends, local rates remain considerably lower than the Ontario average.

*3-month averages for youth aged 15–24 years. Source: CANSIM Tables 282-0109 and 282-000*

**How country of birth can impact employment earnings**
Of those born in Canada, **26.3%** reported earning over $120,000 per year compared to just **21.2%** of those not born in Canada.

Of those born in Canada, only **16.7%** reported earning less than $40,000 per year compared to **23.3%** of those not born in Canada.

*Source: 2013 CIW CWS*

Grand River Transit offers subsidized passes for individuals on low income through the Transit for Reduced Income Program. The passes are less than half the regular adult monthly rate and can be accessed through The Working Centre or Lutherwood.
HEALTH & WELLNESS

Physical health and active lifestyle are important contributors to the quality of life in our community. Overall health is affected by many socio-economic factors including income, education and housing.

THE BIG PICTURE

A significant number of residents in our community struggle with mental health issues and higher levels of stress. Our community tends to lead a more sedentary inactive lifestyle.

More residents self-rated their mental health as ‘fair or poor’ than across the province or country

1 in 5 people experience quite a lot of stress

*Source: CANSIM Table 105-0501

Income levels can impact satisfaction with physical wellbeing

More than 25% of our population has a disability that limits their activity

ONLY 56.4% of those earning less than $40,000 per year report feeling satisfied with their physical wellbeing.

Satisfaction with leisure time encourages a stronger sense of belonging

*Source: CANSIM Table 105-0501

The Working Centre recently launched a Community Access Bikeshare (CAB) program to provide short-term bicycle rentals on a very affordable basis. For a low annual fee members can now access well-maintained bikes in uptown Waterloo and downtown Kitchener.

*Source: 2013 CIW CWS

*Source: CANSIM Table 105-010 and 105-0501

*Source: CANSIM Table 105-0501

*Source: 2013 CIW CWS

*Source: CANSIM Table 105-0501

*Source: 2013 CIW CWS
In last year’s 2013 full WRVS report, we examined all 11 issue areas as well as an economic context to understand the bigger picture. Focus groups, our Expert Panel and our data consultant helped us understand our community’s most pressing issues. This year and next, we will take the time to dive deeper into these areas with our WRVS Priority Reports.

Announced at the October 2013 launch event, our community’s Priority Areas for 2013–2015 are Belonging & Leadership, Arts & Culture, Getting Started (in life and/or in Canada) and Health & Wellness. In addition, Getting Around was highlighted as a special focus. Whatever issues a member of our community may face in these areas, they are only exacerbated by issues with access or transportation.

Data for this report was obtained from the Canadian Index of Wellbeing, Community Wellbeing Survey (CIW CWS), the Ontario Municipal Benchmarking Initiative (OMBI) and Statistics Canada (CANSIM) amongst other sources. For more information and to access full data tables please visit: www.wrvitalsigns.ca

Inspired to make change happen?

Interested in how you can help make a difference in these areas of community need? Check out www.cckwr.ca. The Foundation’s online platform designed to connect community needs to those who can help make a difference.
The Kitchener and Waterloo Community Foundation wishes to extend our sincerest thanks to the many organizations and individuals that provided information, guidance, data or in any way assisted in the creation of this year's report. We are especially grateful to the dynamic community leaders of our Expert Panel for their guidance and to our community partners for their support.

**Expert Panel**

- **Social Planning Council of Cambridge and North Dumfries**
  - Kristine Allison
- **University of Waterloo**
  - Ryan Connell
- **Creative Enterprise Initiative**
  - Roger Farwell
- **Region of Waterloo Strategic Planning**
  - Lorie Fiozie
- **UW Social Innovation Generation**
  - Sean Geobey
- **Community CarShare**
  - Jason Hammond
- **Muslim Social Services**
  - Sabira Hudda
- **WLU Student Union**
  - Chris Hyde
- **UW Propel Centre for Population Health Impact**
  - Leila Miraker
- **Waterloo Regional Police Service**
  - Shaena Morris
- **WLU Student Publications**
  - Bryn Ossington
- **Region of Waterloo Public Health**
  - Katherine Pigott
- **Waterloo Region Crime Prevention Council**
  - Anthony Piscitelli

**Waterloo Region’s Vital Signs® Photo Contest Judge**

Shubhagata Sengupta

**Photo Contest Winners**

A special thank you goes out to the photographers who submitted photos for our annual *Waterloo Region’s Vital Signs* photo contest. You can find all the winners featured on the WRVS website at [www.wrvitalsigns.ca](http://www.wrvitalsigns.ca)

- **First Prize:** Brent Wettlaufer
- **Second Prize:** Julie Schmidt
- **Third Prize:** Elizabeth Clarke

**Waterloo Region’s Vital Signs® Project Team**

- Chelsea Arnott
- Ernie Ginsler
- Bethan Llewellyn
- Brendan M. Sheehan
- Rosemary Smith

**Vital Signs** is a community check-up conducted by Community Foundations across Canada that measures the vitality of our communities, identifies significant trends and supports action on issues that are critical to our quality of life. Special thanks to the Toronto Foundation for developing and sharing the *Vital Signs* concept and Community Foundations of Canada for supporting a coordinated national *Vital Signs* initiative. For more information visit: [www.vitalsignscanada.ca](http://www.vitalsignscanada.ca)

**THANKS TO OUR PARTNERS**

A special thank you goes to the following organizations for their leadership and generous financial support in making this year’s *Waterloo Region’s Vital Signs* a reality:

**THANKS!**
Welcome to the 2014 edition of *Waterloo Region’s Vital Signs*® (WRVS) – the Priority Report. Since 2007, The Kitchener and Waterloo Community Foundation has aspired to inspire civic engagement, to provide focus for public debate and to mobilize philanthropy around community need. As a Community Foundation, WRVS helps us focus on the most challenging issues facing our Region. Whether it is setting strategy at the Board level, improving the impact of our grant work or building relationships and knowledge, *Vital Signs* is a tool for learning, for change and for action.

As you can see, the Priority Report you hold in your hands is a departure from our previous editions of *Vital Signs*. This year’s report is an opportunity to share the data in a more concise, readable and accessible way. The end result is a visual report that the entire community can read and understand. Our friends at Quarry Integrated Communications helped us improve our previous booklet-style format and throughout the report you will find data presented via a new infographic-style approach.

Last year, we were proud to partner with the Canadian Index of Wellbeing (CIW) housed at the University of Waterloo to complete the first ever Waterloo Region Community Wellbeing Survey (CWS). Look for CWS information throughout this report and in next year’s 2015 Priority Report.

It is through informed action and empathetic passion for our community that we can truly make this Region the best place to live, work, play and raise a family. Join us as we explore the most pressing issues facing our community and seek to find ways for each of us to make an impact.

Only together can we make a lasting difference.

Sincerely,

David Brenneman

Rosemary Smith

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ION Update

The ION Story – January 2015
Why we need ION

ION will:
- Help contain urban sprawl and ease traffic congestion
- Protect environmentally-sensitive areas
- Preserve farmland and the rural lifestyle
- Move people, by creating transportation choice

Without ION, the Region will require
- 500 new lane kilometres of roadways, at a cost of $1.4 billion
  - ION reduces the need for new roads by 40 per cent or $500 million
Building ION in Waterloo Region

www.rideION.ca
GRT integration

- Overall network redesign by Grand River Transit
- Goal is to create a seamless, efficient and easy-to-use transit system
- Common fare payment system for both GRT and ION
- Expanded iXpress services
  - Maple Grove (in place)
  - University (in place)
  - Victoria/Highland (to come)
  - Ottawa (to come)
- Phased-in ION aBRT service

www.rideION.ca
In March 2014, the Region of Waterloo approved GrandLinq as the team to design, build, finance, operate and maintain ION Stage 1 LRT.

The Region will:
- Own the LRT infrastructure and vehicles
- Establish schedules and fares
- Monitor overall system performance
- Provide integrated customer service

GrandLinq will:
- Design and construct the LRT system
- Operate ION – to the Region's plan
- Maintain the ION LRT vehicles and system
- Provide short and long-term financing

www.rideION.ca
**About GrandLinq**

**Plenary:** one of Canada’s largest Public-Private Partnership developers
- *Gold Coast Rapid Transit, Australia (DBFOM), $1.07 billion*

**Meridiam:** major international infrastructure investor
- *Montpellier High Speed Rail, France (DBFM), $2.32 billion*

**Aecon:** Canada’s largest publically-traded construction company
- *Highway 407 ETR, Toronto (DBFOM), $2.5 billion*

**Kiewit:** one of North America’s largest construction and engineering firms
- *Mid-town Tunnel, New York (DBFOM), $2.9 billion*

**Keolis:** world leader in public transit operations
- *Gold Coast Rapid Transit, Australia (DBFOM), $1.07 billion*

[www.rideION.ca](http://www.rideION.ca)
1. **Temporary work (clearing and grubbing)**  
   **Impact:** rolling lane closures or restrictions

2. **Utilities construction (water, sanitary, etc.)**  
   **Impact:** full road closures

3. **LRT trackway and trackway structures built**  
   **Impact:** rolling lane closures or restrictions as well as short-term intersection closures

4. **ION stops are built**  
   **Impact:** rolling lane closures or restrictions as well as short-term intersection closures

5. **Electrical wires to power the train are placed**  
   **Impact:** rolling lane closures or restrictions as well as short-term intersection closures

6. **Vehicle testing**
During construction

- Safety is core to everything during construction
- Access for emergency services and businesses/residences will be maintained
- Relocation of GRT bus stops (iXpress, Route 7), GRT detours around construction along King Street, Charles Street, etc.
- Temporary sidewalk closures near active areas; signs will redirect pedestrians to alternative routes
- Any trees removed that are greater than 100 mm in diameter at breast height will be replaced two for one (2:1)
Construction-focused tools

www.rideION.ca

@rideIONrt
connect@rideion.ca
1-844-625-1010
Facebook.com/rideion

www.rideION.ca
On Borden, from Charles to Nyberg
- Relocation and up-grades to existing underground (i.e. water, sewer) and above ground utilities (hydro)

CN railway tracks, from Borden to Haywayd
- Removal of vegetation
- Railway embankment
2014 Construction: Waterloo

- On Caroline, from Allen to just past Father David Bauer
  - Relocation and up-grade of existing underground services (i.e. water, sewer, storm water)

- CN railway tracks, from Northfield to King South
  - Removal of vegetation
  - Railway embankment
Operations, Maintenance and Storage Facility (OMSF) will be home to the LRT vehicles

Work undertaken in 2014:

- Clearing vegetation
- Excavating and grading in preparation for the foundation of the new facility
2014 Construction: Early Utility Works

- Estimated Regional cost-sharing for early utility works:
  - Municipal hydro
  - Kitchener Utilities
  - Huron Park/Guelph subdivision at King Street
    - Currently in design phase
    - Tendered by CN Railway: 2015
  - Telecommunications
    - Bell, Rogers and Telus
2014 Construction: Hydro One

- **Hydro One**
  - completing work required to bury the overhead hydro lines, from Courtland to the Fairview Mall LRT Stop
  - Estimated costs: $26.3M
  - Work underway, with completion scheduled for late 2015
MTO contracted Dufferin to complete the Hwy 7/8 underpass work on behalf of the Region of Waterloo

- Estimated cost: $11.2M
- Work completed: January 2015
All areas along the 19 km LRT route will see construction

**Currently underway:**
- Caroline, from Allen to Erb
- Borden, from Charles to the CN tracks (Huron Spur)
- CN tracks (Waterloo Spur), from Northfield to King South
- CN tracks (Huron Spur), from Borden to Hayward
- Operations, Maintenance & Storage Facility (Dutton Drive)

**New construction:**
- King, from Union to Victoria
- Charles, from Borden to Victoria
- King, from Erb to Union, and Allen, from Caroline to King
- Ottawa, from Charles to the CN tracks (Huron Spur)
- Courtland, from Hayward to the Hydro One Corridor
- Northfield, from the CN tracks (Waterloo Spur) to King North
- Conestoga Mall transit terminal, Fairview Park Mall transit terminal

www.rideION.ca
2015 Construction

- King Street grade separation
- Hydro One construction near Fairview Park Mall
- ION Operations, Maintenance and Storage Facility at Dutton Drive in Waterloo

www.rideION.ca
2015 Noise By-law exemptions

- Noise By-law exemptions requests
  - City of Kitchener, City of Waterloo for 2015
- Timeframe: March 1 to December 31, 2015
- Exemption to allow GrandLinq to work from 7p.m. to 7a.m., Monday to Sunday
- Exemption could accelerate construction schedule and shorten disruption to residences and businesses
- GrandLinq to notify stakeholders within 125 metres of activity for after work hours
- Activities include: concrete placement, asphalt placement, material movement, track and light pole installation
2015 aBRT milestones

- aBRT service begins
  - Improvements to the Ainslie Street transit terminal completed
  - ION stops on Hespeler Road completed
    - Pinebush, Cambridge Centre Mall, Can-Amera and the Delta

- Planning for Stage 2 ION LRT
  - Public engagement on the final route and design specifics

www.rideION.ca
Community engagement

- Community input and public engagement is a critical part of ION

- Between 2006 and 2011, the Region hosted more than 150 public outreach events for rapid transit

- In 2013, ION staff implemented a wide range of activities and events that continued to engage residents, businesses, stakeholders and community groups
  - Rapid Transit Tradeshow
  - Small Business Workshop Series
  - Public consultation centres
  - 60 community presentations

www.rideION.ca
In 2014, ION staff reached more than 10,651 residents through community activities and events

- These events included: neighbourhood association meetings, BIA networking events and a wide-range of community presentations

More than 4,200 toured the ION vehicle in Downtown Kitchener in July, 2014

- Talking ION video series is launched
- Social media reach is now just under 10,000 residents
- Dedicated construction website
  - Opportunity to sign-up for regular Construction Updates
Community engagement in 2015

- ION LRT stop designs
  - Follow-up to 2013 engagement
  - Public input on stop names and specific design elements

- Community engagement
  - On-going stakeholder meetings with businesses and residents
  - ION awareness events and activities
  - Community partnerships

www.rideION.ca