All Council Minutes
Thursday, June 25, 2015
9:10 a.m.
Christie Digital Theatre
Waterloo Region Museum
10 Huron Road
Kitchener Ontario


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


Wilmot Council: L. Armstrong

Woolwich Council: M. Bauman, L. Shantz and S. Shantz

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


Welcome
Regional Chair Ken Seiling welcomed everyone and provided opening remarks.
**Waterloo Region Hospitals Update**

Malcolm Maxwell, President & CEO, Grand River Hospital, appeared on behalf of Patrick Gaskin, President & CEO, Cambridge Memorial Hospital, and Don Shilton, President, St. Mary’s Hospital. He provided a presentation with the following: statistical highlights, update on three hospital strategic plan, emergency department wait times, Waterloo Region growth over next ten years and impact on hospitals. He stated they are grateful for the support of all the municipal councils in Waterloo Region. A copy of the presentation is appended to the original minutes.

Councillors had questions related to the presentation and additional beds. M. Maxwell advised the Cambridge expansion will assist with the additional beds and under utilized areas will also be considered. There was discussion regarding the off-load delay rates and increased demand on mental health services. This is a challenge in every community and M. Maxwell highlighted the initiatives they are implementing to deal with these matters. An inquiry was made about the governance structure and P. Gaskin responded that as they push care, how they govern, organize and co-ordinate provides an opportunity to improve. They will continue to work with their partners in this respect.

**Rapid Transit Update**

Thomas Schmidt, Commissioner of Transportation & Environmental Services, Region of Waterloo, appeared before the meeting and provided a presentation highlighting the ongoing construction, 2015 overview, upcoming work, work nearing completion, work completed, working with businesses and where to get additional information. A copy of the presentation is appended to the original minutes.

Concern was expressed with the Caroline Street work and how much longer it has taken. T. Schmidt advised he will follow up with Grand Linq in this regard.

Questions were raised about the signage messages and the resulting confusion and frustration. T. Schmidt responded that they have changed their approach to signage and changes have been made to the signs in response to the concerns raised.

**Waterloo Regional Tourism Marketing Corporation (WRTMC) Update**
Minto Schneider, General Manager, appeared before the meeting and introduced members of the Board that were present. She gave a presentation, a copy of which is appended to the original minutes. The presentation gave an overview of the mission, 2015 revenue, 2015 spend, leisure marketing, music campaign, media attention, sport tourism, Creative Enterprise initiative and partnerships.

A question was raised about inclusion of the Uptown Jazz Festival and M. Schneider advised they are working with them but the Festival has cut back on their advertising funding. A suggestion was made to work with the Youth Advisory Council to engage local youth. M. Schneider stated this is a good idea and referenced the social media work they have done to date.

**Waterloo Region Economic Development Corporation (WREDC) Update**

Chair Seiling noted recent proposed changes to the Municipal Act that are underway and should impact the Region.

Gerry Remers, Chair, WREDC Board of Directors, appeared before the meeting to provide a presentation, a copy of which is appended to the original minutes. He noted the board meetings held to date, status of the CEO search and the target hiring for September/October of this year, status of the By-laws and Memorandum of Understanding, transition from CTT and select economic development priorities.

There was discussion about the reporting relationship and the benchmark and metrics to be used.

**ROP Approval**

Rob Horne, Commissioner of Planning, Development & Legislative Services, Region of Waterloo, provided a presentation on the recent ROP approval. A copy of the presentation is appended to the original minutes. He stated the new ROP has been approved after six years. He gave background information on the Regional Growth Management Strategy from June 2003, approval by Regional Council of the ROP on June 2009 and the timeline from that date. He stated an oral decision was provided at the OMB hearing on June 18th and the written decision will follow at a later date. R. Horne highlighted the aggregate settlements that were brought forward and thanked all of those involved.

Questions from the floor were related to the aggregate settlements.
Proposed Date for Next All-Council Meeting

Thursday, December 17, 2015
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 11:15 a.m.

Regional Chair, K. Seiling

Regional Deputy Clerk, L. Wetzel
ALL COUNCIL MEETING

Thursday

June 25, 2015
Waterloo Region Hospitals Update

Patrick Gaskin, President and CEO, CMH
Malcolm Maxwell, President & CEO, GRH
Don Shilton, President, SMGH
June 25th, 2015
Today’s Agenda

1. Statistics Highlights
2. Update on 3-Hospital strategic planning
3. ED Wait times
4. Waterloo Region growth over next 10 yrs and the impact on hospitals
### Our hospitals in 2014/15

<table>
<thead>
<tr>
<th>Hospital</th>
<th># of staff</th>
<th># of beds</th>
<th># of ED visits</th>
<th># of admissions</th>
<th># of surgeries</th>
</tr>
</thead>
<tbody>
<tr>
<td>CMH</td>
<td>1,100</td>
<td>140</td>
<td>55,000</td>
<td>10,500</td>
<td>12,600</td>
</tr>
<tr>
<td>GRH</td>
<td>3,400</td>
<td>593</td>
<td>66,500</td>
<td>23,000</td>
<td>18,000</td>
</tr>
<tr>
<td>SMGH</td>
<td>1,300</td>
<td>150</td>
<td>50,000</td>
<td>7,300</td>
<td>10,800</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5,800</strong></td>
<td><strong>883</strong></td>
<td><strong>171,500</strong></td>
<td><strong>40,800</strong></td>
<td><strong>41,400</strong></td>
</tr>
</tbody>
</table>
Strategic Planning
2014-17 Common Strategic Plan

• Our Boards directed us to work together to develop a collaborative strategic plan. The strategies described in this plan are to:
  – Develop a common vision for hospital governance in the region
  – Develop new governance mechanisms to enable the integration of hospital services
  – Engage physicians in the leadership of future integration activity in the region
Tactical priorities are to:

- Develop tools and functions that will support integrated patient care delivery such as a common IT, common clinical pathways, back office, etc.
- Develop innovative shared service delivery models such as a regional ambulatory centre for ophthalmologic (eye) procedures and endoscopies.
2014-17 Strategic Plan – CMH

• **Improving quality**: We will improve the experience of our patients

• **Driving value & affordability**: We will innovate and find new ways to live within our means

• **Strength through people**: We will create the environment for an engaged and enabled team of staff and physicians

• **Defining our role**: We will define CMH’s role in serving our community
2015-17 Strategic Plan – GRH

• Use evidence to drive quality
• Improve access to care
• Enhance co-ordination and transitions for our patients
• Thriving Workplace Culture
• Enable a Health System
2014-17 Strategic Plan – SMGH

• **Deliver clinical excellence** in cardiac and respiratory care while working with our healthcare partners to implement an integrated IT system

• **Transform the way we work** by developing a culture of problem solvers

• **Reach beyond our walls** to facilitate integration across Waterloo Wellington
ED Wait Times
## WW # 1 Performance continues!

### Admitted Time to Inpatient Bed

<table>
<thead>
<tr>
<th>LHIN</th>
<th>March 2015 90th Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 Waterloo Wellington</td>
<td>17.4</td>
</tr>
<tr>
<td>2 South West</td>
<td>18.3</td>
</tr>
<tr>
<td>7 Toronto Central</td>
<td>19.6</td>
</tr>
<tr>
<td>10 South East</td>
<td>19.6</td>
</tr>
<tr>
<td>11 Champlain</td>
<td>20.5</td>
</tr>
<tr>
<td>1 Erie St. Clair</td>
<td>22.6</td>
</tr>
<tr>
<td><strong>Province</strong></td>
<td><strong>23.5</strong></td>
</tr>
<tr>
<td>14 North West</td>
<td>24.2</td>
</tr>
<tr>
<td>8 Central</td>
<td>24.7</td>
</tr>
<tr>
<td>9 Central East</td>
<td>25.4</td>
</tr>
<tr>
<td>6 Mississauga Halton</td>
<td>25.5</td>
</tr>
<tr>
<td>12 NSM</td>
<td>25.5</td>
</tr>
<tr>
<td>4 HNHB</td>
<td>25.7</td>
</tr>
<tr>
<td>13 North East</td>
<td>30.4</td>
</tr>
<tr>
<td>5 Central West</td>
<td>34.2</td>
</tr>
</tbody>
</table>
Growth in Waterloo Region in 10 years

- Population growth demands 170 more acute beds in 10 years for today’s services
- 50% growth in pop aged 65+ in 10 years
- Currently, Waterloo residents use inpatient hospital services at only 79% of the average Ontario rate. This may be an access issue.
2013/2014 Inpatient Weighted Cases/10,000 County Residents

- Hamilton: 1,136.9
- Frontenac: 1,120.1
- Essex: 1,112.0
- Middlesex: 1,100.0
- Simcoe: 1,090.0
- Niagara: 1,080.0
- Ontario: 1,037.4
- Cambridge: 1,037.4
- Dufferin: 1,030.0
- Durham: 1,020.0
- Wellington: 1,010.0
- Toronto: 1,000.0
- Ottawa: 1,000.0
- Peel: 980.0
- Waterloo Region: 980.0
- Halton: 970.0
- York: 950.0
- Kitchener Waterloo: 901.8
In summary:

- We are grateful for the support (past, present and future) of all municipal councils in Waterloo Region.

- Hospitals are a key part of healthy communities.

- Looking ahead we see strengthened collaboration amongst the hospitals, and with other health sectors including primary care (family physicians), long term care, home care, etc.
Questions?
2015 Overview

- 2015 is an important and busy year for ION construction
  - 600,000 man hours
  - 42 kilometres of pipe being laid

- Uninterrupted work zones speeds progress and reduces the duration of construction impacts

- Multiple crews along the route will allow GrandLinq to get more done faster

- Long-term detours let residents become familiar with their new routes, while diverting unnecessary vehicles from active work sites

- Access for emergency services and businesses/residences is maintained
Cambridge

- Construction continues on ION aBRT stops along Hespeler Road
- Work is complete at Ainslie Street transit terminal
- All construction will be complete this summer
- Launch of service this September
Kitchener

- Borden, between Charles and the CN railway tracks
- CN railway tracks, from Borden to Hayward
- King, from Union to Victoria
- Charles, from Victoria to Borden
Ongoing Construction

Waterloo

- Operations, Maintenance and Storage Facility on Dutton Drive
- Caroline, between Erb and Allen
- Northfield, between King and the CN railway tracks
- CN railway tracks, from Northfield to King
New Infrastructure
Girder Placed On Huron Spur
Tamper Machine
Upcoming Work

- **Waterloo**
  - King, from Northfield to Conestoga Mall
  - Allen, from Caroline to King
  - King, from Union to Allen
  - King, from Allen to William
  - King, William to Erb

- **Kitchener**
  - Duke, from Francis to Frederick/Benton
  - Victoria, from Charles to King
  - Francis, from King to Duke
  - King, from Victoria to Francis
  - Ottawa, from Charles to Mill
  - Fairview Park Mall/Hydro One corridor
  - Hayward, from CN railway tracks to Courtland
  - Courtland, from Hayward to Hydro One corridor

Timing of construction is subject to weather conditions and construction constraints.
Hydro One transmission line relocation from Courtland Avenue to Fairview Park Mall

Hydro One has buried the overhead hydro lines in the corridor from Courtland Avenue to the Fairview Mall LRT Stop

Official completion this July
**Work Completed: MTO Overpass**

- Conestoga (Highway 7/8) LRT Overpass
- MTO has contracted with Dufferin Construction to complete the Hwy 7/8 underpass work on behalf of the Region.
- Work completed by January 2015
**Working With Businesses**

- Signage: way-finding, business listings and business detour signage
- One-on-one stakeholder meetings
- TV ads promoting ION businesses
- Partnerships with the BIAs
- Advertorials in local newspapers
- Construction updates directly to businesses
- #IONbiz hashtag on Twitter to promote businesses
- *Talking ION* video series
- Tweet Your Receipt social media contest
- Assisting businesses set up social media accounts along with tips on how to use these channels
- IABC Constructive Communication Series – training for business owners in LRT zone
Where To Get Information

- Weekly construction updates with local print and radio media
- Emailed construction updates
- Region News
- CTV advertising
- Social media channels – reaching over 30,000 residents in conjunction with Region's channels
- ION Update – monthly newsletter
- Individual notices to residences and businesses
- Information hotline – toll free at 1-844-625-1010
- Website dedicated to ION construction: www.rideION.ca
  - Interactive construction map
  - Construction updates
  - Intersection closure page updated daily
Waterloo Regional Tourism
June 2015 Council Update
Our mission is to increase visitors to the Waterloo Region by focusing resources on promoting the Region and its attractions to high-potential markets.
WRTMC 2015 Revenue

- Region of Waterloo: 35%
- Cities (Waterloo, Kitchener, Cambridge): 32%
- Townships (Wilmot, Wellesley, Woolwich, North Dumfries): 30%
- Private Sector: 3%
WRTMC 2015 Spend

- Leisure: 60%
- Sport: 24%
- MC&IT: 10%
- Travel Trade: 6%
2014 FAM Tour Itinerary for Waterloo Region
Your next great family trip is closer than you think.

Step back in time with the Heart of Ontario.

Amazing Adventures right in your backyard.

WRTMC Leisure Marketing
Escape to Waterloo Region

The Pan Am games are expected to attract hundreds of thousands of visitors to Toronto.

Get away from all the hustle and bustle and come enjoy our small town charm with friends and family.
WRTMC Music Campaign

JULY 31 - AUGUST 02
GALT
CAMBRIDGE, ON

SEPTEMBER 25 - 27
DOWNTOWN
KITCHENER, ON

AUGUST 6 - 9
DOWNTOWN
KITCHENER, ON
Media Attention

Exploring the Waterloo Region

Who knew it was going to be so amazing!

By Dale Dorling

For the past three years, I have been enticing readers with the allure of Atlantic Canada as an RV destination. This summer, I spent an exciting week in the area, and in the tired expression goes, “Who knew?”

Grand Canoeing on the Grand River

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ONTARIO

Time to party at Oktoberfest 2014 in Kitchener-Waterloo

BY JIM FOX, SPECIAL TO POSTMEDIA NETWORK

FIRST POSTED: SATURDAY, OCTOBER 11, 2014 08:00 AM EDT

ONTARIO - The familiar chant “Zicke zacke, zicke zacke, hoi, hoi, hoi” is being heard across Kitchener-Waterloo, meaning it’s Oktoberfest party time.

That rallying call – loosely translated – means “down the hatch,” as revelers chug their beer and finish it off with a round of polkas before roaring into
Sport Tourism

REGIONAL SPORT TOURISM OFFICE

KITCHENER • WATERLOO • CAMBRIDGE • GUELPH

ONTARIO, CANADA
Sport Tourism
Cycling
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
2015 Travel Guide
Partnerships
Questions?
WREDC Board Meetings

April 29, 2015
- Meet ‘n Greet with Area Municipal CAO’s
- Committees selected
  - CEO Search
  - By-Laws/MOU
  - Transition from CTT

May 27, 2015
- First formal board meeting – CAO attendance
- Meetings with CTT, Communitech, Accelerator and others

June 24, 2015
- New committee for Marketing/PR/Communications set up
- Treasurer/Secretary appointed

Board Meetings scheduled monthly to end of year….
Status- CEO Search

• Committee sent out RFP’s in May to 5 Search Firms

• 3 Excellent Responses received early June

• Odgers Berndtson selected
  • Overall most compelling/complete and best value for money

• Target hiring Sept/Oct this year
Status: By-laws and MOU

- Meetings with CAO’s to firm up By-laws/MOU
- Incorporation of WREDC planned for mid July
- Directors terms limited to 2x3 years
  - New Directors require prior approval of “Board Nomination and Authorization Committee”
- MOU funding agreement in place
- Regular reporting mechanisms in MOU
  - Partnership Executives Committee and Municipal Advisory Committee
- All Council Meeting Updates Planned as well as public input/consultation
Status - Transition from CTT

- Meetings held with Chair and Treasurer of CTT
  - July meeting with CEO, John Jung and WREDC Board

- Desire is a smooth transition
  - Plan to take over space and chattels…
  - Key employees identified

- Plan to attend AGM for CTT and discuss future of WREDC later today…
Select Economic Development Priorities

• “Shovel Ready” land database

• Marketing Plan for Region (and WREDC)

• Research and Data collection and dissemination

• FDI Momentum – Concierge service

• Co-ordination/Alignment of local economic activities
Concluding Thoughts

• Board meetings have been excellent to date
  • Engaged, action oriented, enthusiastic

• Next steps will be to engage with local institutions more fully to review roles/directions etc

• Looking forward to hiring CEO and staffing appropriately to engage local EDO's at a working level
  • Balancing FDI and BRE activities

• Some thought needed as to CEE, Tourism and potentially other organizations to come under WREDC umbrella
Regional Official Plan

Final Approval
All Council Meeting
June 25, 2015
It's a new Regional Official Plan!
June 2003 – Regional Growth Management Strategy (RGMS)

Council adopts the RGMS

Basic Principles:

- Focus growth on the East Side
- Intensify built up areas
- Establishes Countryside Line (CSL)
  Environmentally Sensitive Landscape (ESL)
  and Central Transit Corridor (CTC) concepts
June 2009 - ROP

- Regional Council adopts the new Regional Official Plan (ROP)
- Implements the RGMS and the new Provincial Growth Plan for the Greater Golden Horseshoe
- Establishes in policy the CSL, ESL, CTC as well as the Regional Recharge Area and Protected Countryside
June 2009 - ROP

- Implements the Growth Plan population forecasts (729,000 in 2031)

- Sets 45 percent intensification target

- Designates strategic employment lands on the East Side

- Based on a land budget that anticipates a declining demand for singles
ROP approved by the Province with 26 appeals being submitted

First phase of the ROP OMB hearing held

OMB preferred appellants methodology (1053 additional hectares) to the Region's (85 hectares)

Triggers a series of Divisional Court actions
May 2015

- Regional Council endorses a comprehensive settlement

- Provides for 255 ha now to resolve the OMB Phase 1 dispute

- Provides for 170 ha in 2016 to implement the new growth forecasts (742,000 in 2031)

- Provides for 28 ha in 2019 as part of the extension of the planning horizon to 2036
Aggregates Settlement

Settled:
• Cumulative Impact
• No extraction in ESPAs
• No extraction in significant woodlands

Still Outstanding:
• Vertical Zoning
• Extraction within 2 year time of travel of municipal supply wells

To be resolved with Province completing review of Aggregate Resources Act and finalization of Source Water Protection Plan under the Clean Water Act.
June 18, 2015

Ontario Municipal Board Issues Oral Decision of Approval
(written decision to come)
Coming Full Circle:
Anchoring the RGMS and other important municipal priorities

The ROP includes/achieves:

- Countryside Line
- Groundwater and Broader Environmental Protection
  - Regional Recharge Area
  - Environmentally Sensitive Landscapes
  - Protected Countryside
  - Restrictions on aggregate extraction
- New Employment Lands
- More Integrated Transit and Development Policies
- More fulsome support for the economy
- Rural prosperity
- Regional Land Budget – to be used in future by all settling parties
Thank you for:

• Your commitment to the community vision
• Your leadership through a most challenging process
• Your staff for working through very challenging issues