All Council Minutes

Friday, November 13, 2015
2:40 p.m.

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


Waterloo Council: M. Durrell, D. Freeman, J. Henry, D. Jaworsky, A. Vieth

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

Wellesley Council: J. Nowak

Wilmot Council: L. Armstrong

Woolwich Council: M. Bauman, M. Martin, L. Shantz, 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.
Neighborhood Policing Model

Chief Bryan Larkin, Waterloo Regional Police Service provided a presentation on the neighbourhood policing model and 2016 zone boundaries. A copy is appended to the original minutes. He highlighted the process and feedback for divisional and zone realignment, summary of zone statistics and the zone redistribution. Chief Larkin referenced the call volume and stated this is a policing model built by the membership.

There were questions from councillors related to the universities. Chief Larkin referred to the maps to give an overview of the university area.

Councillors thanked Chief Larkin and expressed appreciation for the work that has been completed. T. Galloway, Chair Waterloo Regional Police Services Board stated they are pleased that this new deployment model is being undertaken, as it is demonstrating efficiency prior to additional resources being requested. He also noted the cooperation that has been received from the Police Association for scheduling.

A question was raised regarding the presence of Police in New Hamburg and Chief Larkin advised there is an addition of a community resource officer in the rural areas. He stated the master policing and facility plan is to be completed in the next ten years. There was additional discussion about the online reporting system and that education is important. A comment was made on the positive changes of having downtown walking patrols.

Chair Seiling thanked Chief Larkin for his presentation.

Rapid Transit Update

Thomas Schmidt, Commissioner of Transportation & Environmental Services, Region of Waterloo, appeared before the meeting and provided a presentation starting with a video highlighting the ongoing construction and work done to date in 2015. He advised public engagement is starting for Stage 2 next week. He gave an overview of how the ION is being built, roles and responsibilities, light rail transit operations, current status and budget. He highlighted construction concerns that have been raised, how the Region is working with businesses to address their concerns, social media campaigns, how councillors can help and where to get additional information. A copy of the presentation is appended to the original minutes.

Questions were raised related to the following:

- website not stating that Northfield Drive is closed,
- routing and timing for signalized intersections,
- condition of the Bridge Street extension which is deteriorating due to the rerouting of traffic,
traffic management on King Street North and delays to get into Conestoga Mall during the upcoming busy season and a plan for the next 6 weeks.

T. Schmidt stated that coordination of road closures is done through Regional staff and they adjust the signal timing when possible. He stated there was a glitch with the website where some updates were not uploaded but that is currently being fixed. With respect to Bridge Street, he could not comment since that is a City street. The preference is to detour traffic onto another Regional road and Bridge Street is likely not a formal detour route. He advised they are hoping to wrap up construction for the winter soon.

A question was asked about ideas for proposals for the Transit Hub. Mike Murray, Chief Administrative Officer responded that a report will be coming early next year on options and schedules for the Transit Hub.

There was discussion about the upcoming meeting in Cambridge on Stage 2 and T. Schmidt provided an overview, including the need to complete the environmental assessment and determine funding for the project.

The issue of communication was reviewed and it was noted that staff are handling it very well but may need to look at augmenting their resources as this is a huge component of the project.

A councillor stated that the businesses are really being affected by the LRT construction and they need to bring more people into the core to support the businesses. The issue of potholes and buses being redirected out of Uptown Waterloo were highlighted. T. Schmidt stated they are trying to set up a single detour route with GRT and the buses will come back eventually. He stated staff is monitoring the situation. A suggestion was made to send the communication tools out to all members of all Councils and utilize the resources as a means of contacting staff and resolving the issues on a day to day basis.

The Kitchener and Waterloo Community Foundation (KWCF) Update

Brendan M. Sheehan, Director of Philanthropic Services KWCF gave a presentation on the vital signs priority report. A copy is appended to the original minutes. A video on belonging was shown. B. Sheehan provided an overview of belonging and leadership and stated an increase in the sense of belonging is in most need of attention. Once this is done, there will be an increase in leadership participation as a result. He stated that belonging ties many community issues together. He advised copies of the report were available for councillors to take with them. He highlighted examples from the report that belonging is everywhere and the programs that engage the community.
Chair Seiling thanked B. Sheehan for his presentation and noted the great number of community building events that are going on.

Creative Enterprise Initiative Update

Roger Farwell, Acting Chief Executive Officer provided a presentation on the Creative Enterprise Initiative (CEI). A copy is appended to the original minutes. He highlighted the organizational review and strategic priorities, provided background information and ways to meet goals, recommendations from the Creative Enterprise Task Force and organizations that have benefitted from their services. He stated they will provide an electronic copy of the report following the meeting.

Brock Hart, Overlap Associates stated his firm was hired to undertake a strategic review for the Creative Enterprise Initiative. He highlighted the work that was completed, including interviews, survey of employees, Board presentations, working sessions with the Board and staff, testing the scenarios and the themes heard through the research.

Debbie Currie, Director at CEI advised that moving forward they are proposing two clear priorities, being help the residents of Waterloo Region find incredible things to do that are entertaining and engaging and facilitate Region-wide place making projects, building on existing initiatives and introducing new offerings that don’t currently exist. She provided a definition of place making and the anticipated benefits.

Tim Ellis, Vice-Chair of the Board stated there are misguided perceptions regarding the arts community and CEI will facilitate projects of interest to the community.

R. Farwell stated the proposed two priorities presented are the next step and they contemplate the community research and strategies work will be completed by December 31, 2015. Municipal Councils will be debating their support for CEI and they look forward to more communication in coming weeks.

Chair Seiling advised all area municipal Councils will be dealing with CEI funding through their respective budget process.

Councillors discussed the need to transcend traditional municipal or regional boundaries and look more collaboratively across the Region. There is a strong arts and culture sector that relies on a volunteer base and there needs to be consideration to move towards achieving meaningful careers in the arts. The challenge to resources and strategic partnerships was noted and the competition for financing.

Waterloo Region Economic Development Corporation (WREDC)

Gerry Remers, Chair, WREDC Board of Directors appeared before the meeting and gave an update on the WREDC. A copy of the presentation is appended to the original...
minutes. He was pleased to announce that a CEO has been hired after working with an executive search firm. He gave an overview of the hiring process and the candidate will be named in the near future with a start date of January 1, 2016. G. Remers outlined the transition with CTT and the time lines.

Chair Seiling thanked G. Remers for the presentation and the time spent on this initiative and that councillors appreciate the work that has been done.

**Proposed Date for Next All-Council Meeting**

**Friday, April 8, 2016**  
9:00 a.m. – 11:30 a.m.  
Region of Waterloo  
Council Chamber  
2nd Floor, 150 Frederick Street  
Kitchener Ontario

**Adjourn**

The meeting adjourned at 5:13 p.m.

**Regional Chair, K. Seiling**

**Regional Deputy Clerk, L. Wetzel**
ZONE BOUNDARIES 2016

Corporate Planning Systems

October 7, 2015
IN THE FOLLOWING SLIDES…

- Review process and feedback for divisional and zone realignment
  - Phase 1 – changes to divisional boundaries
  - Phase 2 – construction of new zones
- Summary of Zone Statistics
- WATERLOO REGION OVERVIEW
- SOUTH Division
  - South Zones: S1-S8
- CENTRAL Division
  - Central Zones: C1-C8
- NORTH Division
  - North Zones: N1–N8 + R1–R4
- Feedback
In January 2015, Chief Larkin requested a review of Neighbourhood Policing divisional and zone boundaries.

This review is a key objective in the 2015-2017 SBP, with January 2016 as the target implementation date.

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<tr>
<td><strong>Phase 1 – Divisional Boundaries and Rural Deployment</strong></td>
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<td>Member survey on divisional boundaries</td>
<td>March 26</td>
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<tr>
<td>Meetings with divisional commanders including core zone design</td>
<td>April 29</td>
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<tr>
<td>Presentation to Chief, DCs, NP Supt.</td>
<td>May 8</td>
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<td>Presentation to SLT</td>
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<td><strong>Phase 2 – Zone Design</strong></td>
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<td>Member survey on zone design</td>
<td>July 3</td>
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<td>Meetings with divisional commanders and management teams</td>
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<td>Presentation to Chief, DCs, NP Supt.</td>
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<td><strong>Phase 3 – Transition to Go-Live</strong></td>
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## SUMMARY OF ZONE STATISTICS

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<th>Patrol Unit Service Time (hours)</th>
<th>CG Calls For Service (count)</th>
<th>All Unit Service Time (hours)</th>
<th>Patrol Unit Service Time (hours)</th>
<th>CG Calls For Service (count)</th>
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N8

AVERAGE WORKLOAD: 1.4%
AREA IN SQ. KM: 1.0

Legend
- Secondary School
- Railway
- Major Roads
- Water Body
- Municipal Boundary
- Divisional Boundary

Zones
- Zone
- Other Zones

North

Scale: 0 - 0.3 Kilometers
FEEDBACK
ION Update

All Council Meeting
November 13, 2015
- **Started:** September 7, 2015
  - Service operated by GRT
  - **First step to LRT in Cambridge**
  - ION stops wrapped with key messaging
  - CTV ride along on first day of service
  - Local media coverage of launch
  - **Free Friday service until December**
  - ION tour with Cambridge BIAs
First Free Friday Celebration

www.rideION.ca
ION Stage 2 – Next Steps

- ION Stage 2 Public Engagement
  - Council Report – November 17

- Wednesday, November 18
  - Cambridge City Hall
  - 50 Dickson Street, Bowman Room
  - 2-8 p.m.

- Thursday, November 19
  - Kingsdale Community Centre
  - 72 Wilson Avenue, Kitchener
  - 4-8 p.m.

- Purpose of public engagement:
  - Update on Stage 2 timeline
  - Public feedback on Council-endorsed LRT route from Cambridge to Kitchener

www.rideION.ca
How ION LRT is built

1. **Temporary work (clearing and grubbing)**
   - **Impact:** rolling lane closures and 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 placed**
   - **Impact:** rolling lane closures or restrictions as well as short-term intersection closures

6. **Vehicle testing**
Roles and Responsibilities

- **Region will:**
  - Own the LRT infrastructure and vehicles
  - Establish schedule and collect fares
  - Monitor 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
ION LRT Operations

- ION runs in its own rapidway
- Transit signal priority
- Proof of payment system
- Frequency
  - Every 8 minutes (during rush hour)
  - Every 10-15 minutes (rest of the day)

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ION Construction – Kitchener

- King, Union to Victoria
- King Street Grade Separation
- Benton, Charles to Duke
- Duke, Frederick to Francis
- Francis, Duke to King
- King, Francis to Victoria
- Charles, Victoria to Borden
- Borden, Charles to CN railway
- CN railway, Borden to Hayward
- Ottawa, CN railway to Charles
- Hayward, CN railway to Courtland
- Courtland, Hayward to Hydro corridor
- Hydro corridor, Courtland to Wilson
- Fairview Park Mall and Wilson

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ION Construction – Kitchener
ION Construction – Waterloo

- Conestoga Mall, King to Northfield
- Northfield, King to CN railway
  - Highway 85 off-ramps
- CN railway, Northfield to UpTown
  - Crossings – i.e. University, Columbia, Seagram, Northfield
  - Waterloo Park
- Erb, Caroline to King
  - Erb/Caroline intersection
- Caroline, Erb to Allen
- Allen, Caroline to King
- King, William to Union
- OMSF – 518 Dutton Drive

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ION Construction – Waterloo
Where Are We Now?

- **Construction**: delays to some elements of the project
  - Goal remains having the service operational for late-2017
  - Continued monitoring and on-going reports
  - A lot of work underway and more to come
    - Optimistic we’ll be able to work with GrandLinq to make up for any delays through a variety of mitigation plans
- **LRT Vehicles**: production delays
  - On-going issues with TTC vehicles
  - Careful monitoring by Region and Metrolinx staff
- **Region** is working with GrandLinq, Bombardier and others to mitigate issues and move forward
- **Budget**: ION remains on budget and within the funding envelope approved by Council in 2011
**Construction Concerns**

- **Physical concerns:** noise, dust, vibration, parking and driving around construction
  - Address concerns and issues
  - Find alternative parking, additional signage during detours – pedestrians, cyclists, motorists

- **Communication concerns:** fear of the unknown, change of daily routines
  - On-going communications and awareness
    - 60 and 14-day notices
    - Bi-weekly construction updates
    - Monthly ION updates
    - Signage: detour and way-finding
    - Intersection closure information
    - Website information and map
    - One-on-one meetings

www.rideION.ca
**Businesses Concerns**

- **Daily challenges**
  - Access: all businesses are open and accessible
  - Deliveries: providing detour maps, flaggers at key sites
  - On-going communications
  - One-on-one meetings
  - ION/BIA information sessions

- **Loss of business**
  - Partnerships and events with BIAs, Chamber of Commerce
  - Signage, parking/detour maps
  - Social media campaigns
  - IABC workshop series: communicating change
  - Advertising – print and radio
  - On-going communications

www.rideION.ca
Social Media Activities

- **#IONbiz** – for business promotions; retweeted by ION, Region and BIA
- **#Tweetyourreceipt** – for residents to show support for local businesses
- Business profiles on Instagram by ION
- ION staff assisting businesses getting set-up on social media
By the Numbers

- ION social media stats
  - 4,081 followers on Twitter
  - 3,244 likes on Facebook
  - 540 followers on Instagram (since June 2015)

- #Tweetyourreceipt campaign
  - Engagement with 35,000+ twitter users
  - ION twitter account has grown by 1,000

- #IONbiz campaign and business profiles
  - Engagement with nearly 40,000 social media users since June 2015

- Overall
  - ION has interacted with 70,000+ social media users while directly promoting local business during ION construction
How Councillors Can Help

- Use Twitter, Facebook or Instagram to share pictures and stories of your latest visit to a local business along the ION corridor
- Encourage your social media community to support local business – especially during the holiday season and to take part in the #Tweetyourreceipt or #IONbiz campaigns
Questions and Contact Information

@rideIONrt
connect@rideion.ca
1-844-625-1010
Facebook.com/rideion
WATERLOO REGION’S

Vital Signs®
PRIORITY REPORT

Sponsors:

Cowan Foundation

KPMG

THE KITCHENER AND WATERLOO COMMUNITY FOUNDATION
EMBED BELONGING VIDEO HERE
Residents with a lower sense of belonging and residents with low incomes find traditional arts & culture facilities less accessible and less welcoming.

This same difference doesn’t exist for parks or libraries. 85.8% of those with a lower sense of belonging and 83.2% of those with incomes under $40,000 used local parks last year.

Source: Canadian Index of Wellbeing Community Wellbeing Survey, 2013
Our sense of belonging is tied to our satisfaction with mental wellbeing. Those with a high sense of belonging are 81.8% satisfied vs. 58.2% of those with a weak sense.

Source: Canadian Index of Wellbeing Community Wellbeing Survey, 2013
Single parents are twice as likely to report a weak sense of belonging.

Source: Canadian Index of Wellbeing
Community Wellbeing Survey, 2013
WEAK SENSE OF BELONGING

53% ARE SATISFIED WITH THEIR NEIGHBOURHOOD

18.3% ARE SATISFIED WITH LOCAL DEMOCRACY IN THE COMMUNITY
STRONG SENSE OF BELONGING

90% ARE SATISFIED WITH THEIR NEIGHBOURHOOD

50.5% ARE SATISFIED WITH LOCAL DEMOCRACY IN THE COMMUNITY
$1.5 MILLION
BELONGING
FOCUSED GRANTS
Instead of small talk, have an authentic interaction!

What would you do if you knew you could not fail?

#KWCFTH2015
Mark your calendars!
MAY 25, 2016
“Community is much more than belonging to something; it’s about doing something together that makes belonging matter.”

- Brian Solis
HOW WILL YOU CHOOSE TO MAKE A DIFFERENCE?
YOUR COMMUNITY MAKES YOU. AND YOU MAKE YOUR COMMUNITY.
Creative Enterprise Initiative

Organizational Review and Strategic Priorities
Overall Vision From Prosperity Council’s Creative Enterprise Task Forces in 2009:

To create a world-leading environment that:

- Transforms the human experience • **Makes Waterloo Region one of the most attractive and compelling places on the planet** • Fosters artistic creativity • Supports constant innovation in commerce and technology • Fosters cultural understanding
Recommendations From The Creative Enterprise Task Force in 2009:

Establish an “enabling” organization to deliver services and infrastructure support to the arts sector, encourage creative excellence, and amplify and promote our creative stories to attract people to our Region.
Recommendations From The Creative Enterprise Task Force in 2009:

Near term focus of the Creative Enterprise strategy be leveraged toward the development of arts & culture.
Recommendations From The Creative Enterprise Task Force in 2009:

Municipalities/Region, private sector, provincial federal agencies increase their annual allocation to arts & culture by approximately $1 million each per year.
Over the past five years approximately $5 million of increased funding has been delivered to our 5 key cultural institutions.

Creative Enterprise Initiative was launched in 2011, and over 3 years received:

- $900,000 from the Municipalities and the Region
- $855,000 of private sector funding
- $357,000 of provincial/federal funding
The Organizational Review Process – What Overlap Did:

- Completed interviews
- Surveyed employees
- Three CEI board presentations
- Several working sessions with board and staff
- Tested the scenarios
Themes We Heard Throughout Our Research:

The concept of CEI must continue to exist but can’t continue to be all things to all people.

Artists and arts organizations in Waterloo Region want to identify their own career and organizational development needs.

It’s hard to find out what’s going on in Waterloo Region.

We need projects and spaces that inspire and engage the public to participate “on the street” throughout the region.
“The depth of ‘what’s on’ infrastructure is severely lacking. You find out through friends, an underground network...”

“There are extraordinary events going on but there’s no way to find out.”
Testing the new priorities:
Moving Forward

A focused approach toward making Waterloo Region one of the most attractive and compelling places on the planet

A goal that is vital to city building and place making, and one that is yet to be achieved here.
STRATEGIC PRIORITY #1:

Help the residents of Waterloo Region find incredible things to do that are engaging and entertaining.
STRATEGIC PRIORITY #2:

Facilitate Region-wide place making projects, building on existing initiatives and introducing new offerings that don’t currently exist.
Place making = creating unique permanent public spaces in cities that can encourage citizen participation.
Anticipated benefits:

Increased and genuinely interested audiences

Paid opportunities for our arts community

Residents who are aware of, and engaged “on the streets”

Compelling stories to showcase our region

Engaged employees to stay in town on “Friday nights”.
In conclusion:

There is a perception amongst our residents that there is nothing of relevance for them to do in Waterloo Region.

Both of the priorities address this.

If the perception is misguided then we will help our residents find out about what the arts community is offering and encourage them to attend.

If the perception is accurate, then we will facilitate projects of interest to them.
WREDC Updates

Formal Incorporation of WREDC - September 13, 2015

- Gerry Remers, Chair
- Jeff MacIntyre, Vice Chair
- Chris Donnelly, Secretary
- Greg McCauley, Treasurer

ByLaws and MOUs signed

Marketing and CTT Transition Committees established

Communicating the WREDC message
WREDC - CEO Search Process

CEO Search Committee
Gerry Remers, Arnold Drung, Charles Cipolla, Jeff MacIntyre, Robert Crow
Supported by: Tim Anderson, CAO - City of Waterloo

- Preparation: job description, a background sheet and synopsis of the Waterloo Region Economic Development Strategy that can be given to potential candidates.

ODGERS BERNDTSON – Executive Search Firm
Margaret Campbell, National Partner, Municipal and Public Sector Practice
Julia Robarts, Engagement Manager

- 200 applicants received, 50 interviewed by Odgers, 11 shortlisted for Search Committee
- 6 applicants interviewed by Search Committee
- 3 finalists – presentation to Search Committee on plan for first 180 days
Candidate Highlights

• 25 years of experience in large public sector organizations as well as private sector growth-oriented companies

• Strong track record of investment attraction and economic development success

• Extensive and trusted relationships with multi-level government decision makers

• Executive presence, business acumen and exceptional communication skills
<table>
<thead>
<tr>
<th>Event</th>
<th>Details</th>
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<tbody>
<tr>
<td>CEO Start Date</td>
<td>January 1, 2016</td>
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<tr>
<td>Communication Plan</td>
<td>In Progress</td>
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<tr>
<td>Interim CAO</td>
<td>November – December 2015</td>
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<td>Jane Black</td>
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<td>CTT Transition</td>
<td>November – December 2015</td>
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<td>Lease, Employee Contracts, Assets</td>
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<td>CTT International Dinner</td>
<td>November 24, 2015</td>
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<td>WREDC Active Involvement</td>
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Ensure success, smooth transition and balanced P&L for 2015.
Thank You