All Council Minutes
Friday, April 15, 2016
9:05 a.m.
Regional Council Chamber
2nd Floor, 150 Frederick Street
Kitchener Ontario


Cambridge Council: D. Craig, M. Devine, M. Mann, D. Reid, P. Wolf
Waterloo Council: D. Freeman, J. Henry, B. Mavin, A. Vieth, M. Whaley
North Dumfries Council: S. Foxton, R. Rolleman, G. Taylor
Wellesley Council: J. Nowak, P. van der Maas
Wilmot Council: L. Armstrong, P. Roe
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.
Tech Industry Update

Iain Klugman, Chief Executive Officer, Communitech, provided a presentation. A copy is appended to the original minutes. He highlighted what tech industry means and why it matters, what is Communitech and the current status, the need for the corridor, the blueprint to get there, role to play by all in the community. He also showed a video on their organization.

Mallory Brodie, co-founder of Bridgit provided background information on her startup business, which is a communication platform for general contractors to communicate with sub-contractors on site and dealing with deficiency management. She explained the reason why they settled in Waterloo Region and the support they received through Communitech and the surrounding area and the networks they built. She provided statistics on growing their team here in Waterloo Region.

Questions were raised by councillors related to what are other municipalities are doing, building the brand and working with local school boards. I. Klugman advised other communities are doing similar efforts such as making space available and ensuring the right ingredients are in place. Work is done with the local universities and Conestoga College. The local story needs to be told in a more powerful way to continue to build the brand. The message needs to be consistent and repetitive. I. Klugman stated the Prime Minister is helping to put Canada on the map. They have been working with the School Boards through robotics competitions.

WREDC Update

Tony LaMantia, Chief Executive Officer, Waterloo Region Economic Development Corporation, provided a presentation. A copy is appended to the original minutes. He provided an update on the progress to date, key metrics, strategic priorities, key initiatives to support priorities and notable partners.

D. Craig and B. Vrbanovic provided highlights of the recent trip to California. Five key messages from that trip were: this area doesn’t talk enough about the good things happening in Waterloo Region, and ask for enough dollars/investment; need to put additional effort into building relationships with venture capitalists; Canadians who left a number of years ago do not understand how things have changed; need to capitalize on the Canadian brand and quality of life; need to make a continual effort at building relationships.

A councillor inquired if there is a need to designate one point of contact for companies to relocate here. T. LaMantia agreed this is important for large companies and provided other examples of where this works.
A question was raised about retention of jobs and the lack of succession planning and if that is part of the mandate. T. LaMantia advised it is on the radar but nothing is defined at this point.

**Waterloo Region Tourism Marketing Corporation (WRTMC) Update**

Minto Schneider, Chief Executive Officer, WRTMC, provided a presentation. A copy is appended to the original minutes. She outlined their mission, objectives, 2016 revenues and expenditures, new website launch, programmatic marketing, travel guide, festival and event campaigns, media attention and sport tourism. She spoke about the Canada Summer games bid and the support they have been seeking. The Cities of Waterloo and Guelph have supported it to date. She showed a video showcasing 52 things to do in Waterloo Region.

The new home for the Prime Minister statues in Wilmot Township was highlighted. Suggestions were made to include the Centre in the Square and K-W Symphony in the presentation. M. Schneider advised they are partners with those organizations.

The purpose of dollars for cycling to be received was questioned and M. Schneider advised she has a copy of the press release but no additional details at this time.

In response to a question about Creative Enterprise Initiative, M. Schneider stated they are in talks with the organization about the Grand Social brand and a plan is being put together.

**Rail Advocacy Update: GO, VIA**

Gary Dyke, CAO Cambridge, and Jeff Willmer, CAO Kitchener provided a presentation. A copy is appended to the original minutes. J. Willmer provided the context, being the goal, actions and outcomes. He outlined the 2 Way All Day GO on the Kitchener line, the key stakeholders involved and current status. The Innovation Corridor was highlighted along with the new website, thecorridor.ca.

G. Dyke spoke about the Cambridge on the Go (Milton line) and the business case, stakeholders and partners. This is a complementary project to the northern line going to the City of Kitchener. He gave an overview of the current status and what is happening now. He noted the Missing Link in the western rail by-pass and the negotiations required for this project. The benefits of the Missing Link were reviewed and the plan for moving forward together, including the longer term planning.

There was a question about possible confusion over the brand and J. Willmer replied it is part of the innovation to let it grow and keep the momentum going. It was noted that high speed rail works best where it provides a competitive edge over traditional ground transportation.
ION Rapid Transit Update

Thomas Schmidt, Commissioner Transportation and Environmental Services, Region of Waterloo, provided a presentation. A copy is appended to the original minutes. He highlighted the status of the BRT in Cambridge and Stage 2 of ION public consultation. The construction of the ION was reviewed and the various stages underway. The most disruptive work has been the underground utilities work. He reviewed the construction in Kitchener and Waterloo and the current status of the project. T. Schmidt provided information on the corduroy road that was discovered and the next steps related to it. He identified the construction challenges that have occurred, along with business concerns.

There were questions related to the aesthetics of the substations and T. Schmidt advised that landscaping and other options will be considered to ensure it fits into the neighbourhood and be as unobtrusive as possible.

The potential for use of the Presto card was raised and T. Schmidt stated they are developing an easygo card but will review it to see if they can link with the Presto card.

With respect to the issue of increasing ridership, it was suggested to use social media to promote getting to events by transit

**Proposed Date for Next All-Council Meeting (to be confirmed closer to date)**

Thursday, September 15, 2016
2:00 – 4:30 pm.
Region of Waterloo Council Chamber, 2nd Floor, 150 Frederick Street, Kitchener ON

**Closing Comments**

Chair Seiling thanked everyone for attending.

**Adjourn**

The meeting adjourned at 11:15 a.m.

**Regional Chair**, K. Seiling

**Regional Deputy Clerk**, L. Wetzel
We help tech companies start, grow & succeed
What is tech?

Software
Hardware
Wearables
Advanced manufacturing
Knowledge economy
It’s about being resourceful, not resources
Why does the tech industry matter?

1. One of the few industries to provide growth in a low-growth world
2. Tech drives sector competitiveness for all industries
   *Fintech, Medtech, Govtech, etc.*
Why does it matter for us?

Technology drives innovation
Innovation drives productivity
Productivity drives prosperity

• tech drives prosperity for the Region
But don’t we already have a great tech industry?

We have the beginnings.

It’s a hugely competitive space.
Winner takes all

The Compass 2015 report tells us:

80% of investment and exit value generated from startups globally will come from the top 5 startup ecosystems.

20% will come from everyone else.
We can compete to be in the top 5

Talent
History of Entrepreneurship
Proximity
Traction
World-leading research and talent

ENGINEERING
COMPUTER SCIENCE
MATHEMATICS
ACTUARIAL
OPTOMETRY
PHARMACY
ARCHITECTURE
QUANTUM & NANOTECHNOLOGY

BUSINESS
INT’L POLICY & GOVERNANCE
ECONOMICS
MUSIC

COMMUNICATIONS
HOSPITALITY
MEDICAL SCIENCE
FOOD SCIENCE
ENGINEERING
INFORMATION TECH

WATERLOO REGION 96,596 STUDENTS
56,895 F/T | 39,701 P/T

236,351 POST-SECONDARY STUDENTS
¼ ARE IN S.T.E.M. FIELDS

96,596 STUDENTS
WITHIN WATERLOO REGION

139,755 STUDENTS
WITHIN 100 KM/62 MI
Entrepreneurship is in our blood
We have access and proximity

Talent factories

- uWaterloo
- Wilfrid Laurier University
- University of Toronto

Canada’s financial centre

Global markets
Hundreds of new startups / year
2nd highest startup density globally
Street cred in the Valley and beyond
Mid-sized companies are staying
Ranked top 25 globally by Compass
Global brands are setting up shop
So how do we help?

Communitech helps tech companies start, grow and succeed
What is Communitech?

- Not-for-profit
- Founded by entrepreneurs in 1997
- Specific mandate to help start & grow tech companies
- Known as global leaders in the innovation game
We’ve evolved

We started as trade association / co-op for tech
We’ve evolved

We supported the players through the dot.com bust
We’ve evolved

We’ve worked hard to stay relevant and valuable

We launched the Hub in 2010
What’s happening today?

We’re doing more to help startups, mid-size and enterprise companies with their specific challenges.
What’s happening today?

Our clubhouse is getting bigger!
What’s happening today?

We’re hooking up with Toronto!
Why do we need the corridor?

It’s our best shot at the top 5; and we know the top 5 get the goodies.
Blueprint to get there

• Keep dominating the startup scene
• Keep fighting the war for talent
• Scale up
• Drive greater returns from Corporate Innovation
• Hooking up with Toronto
How will we know we’re on the right path?

15 new $100M revenue companies

10 $1B unicorns

$5B in capital deployed in our companies (from our current annual rate of $1B)

350,000 tech workers (from 200,000)

Increase the GDP contribution of the tech sector to 10% (from 5%)

Attract 50 global brands to the Province to undertake corporate innovation and become customers for Ontario’s SMEs and startup companies
We *all* have a role to play

**Talent**
- Urban experience
- Transportation
- Arts, culture, music..
- Health care & physicians
- Recreation
- Thriving sister industries

**Dreaming big**
- Cooperation
- Brand
- Cheerleaders & ambassadors
Case Study: Bridgit
Waterloo Region Economic Development Corporation

Update - All Council Meeting

Waterloo... Inventing the Future

April 15, 2016
CONTEX → Plan to establish WREDC

1. Set a collaborative tone with the Board, funding partners and stakeholders…

2. **Validate strategic priorities to focus operating plan/budget … work smart!**

3. Bring on key direct reports, ramp-up operations, look for synergies …

4. Develop communications plan, branding and collateral while building upon/looking for early wins and momentum…
STRATEGIC PRIORITIES →

1. Forge track record of clear FDI/scale up wins
   - “own the podium” philosophy”, PUF Dashboard/Metrics/ROI (APPENDIX 2)

2. Build best-in-class, “go to” Concierge Service for investment attraction/retention
   - align/co-ordinate economic development efforts in the Region/“no wrong door”
   - “hire for excellence”, “built to last”, “talent magnet”… “we will create the best team”

3. Create inventory of Investment/Shovel-Ready Sites
   - “centre of excellence” for ED, “one source” for Regional data

4. Develop unifying narrative/integrated marketing plan
   - “one brand (Waterloo Region)”, “mandate clarity”, profile/visibility of CEO, team and Board of Directors
KEY INITIATIVES TO SUPPORT STRATEGIC PRIORITIES

1. Forge track record of clear FDI/scale up wins
   
   i. Develop eCRM-generated PUF Dashboard (Pipeline, Upside, Forecast) to drive core business/ROI and corporate reporting
   
   ii. Track number of qualified opportunities, value of total pipeline, growth and conversion rates (aka “sales intelligence” cycle management)
   
   iii. Focus 2016 international lead generation/business development on US (California), Europe (Germany) and Asia (China, India, Japan, South Korea)
   
   iv. “Own the Podium” culture
KEY INITIATIVES TO SUPPORT STRATEGIC PRIORITIES →

2. Build best-in-class “go to” Concierge Service

   i. WREDC/EDO Working Group/Communitech to drive alignment/co-ordination of efforts/concierge service (“no wrong door”)—i.e. response to RFIs, international travel/marketing and local showcase events (March 9th IIDR visit to WR, April WR Mayors’ California mission, etc.)

   ii. Lead ideation exercise to create new programs (i.e. anchor company/ scale up outreach/support, template for SMBs, onboarding/orientation to WR, new investor aftercare/crash pad service, key talent ID)

   iii. Develop new/clear WREDC service offering menu and standards (drives collaboration and hand-offs to Regional partners)
KEY INITIATIVES TO SUPPORT STRATEGIC PRIORITIES →

3. Create inventory of Investment/Shovel-Ready Sites

   i. Identify high-priority opportunities—e.g. YKF, Data Centres, Advanced Manufacturing/R&D Technology Hubs, Catalyst 137, Boxwood Industrial Park, Eastside Lands

   ii. Promote Investment Ready Certified Sites (Partner with Province on designation, funding support and local/international marketing events)

   iii. One Source for Data: build out analytics and economic data capacity—e.g. company-directory, sectoral strengths, talent/growth/demographic profiles to drive competitive positioning, marketing (work with Region’s EcDev Group)
KEY INITIATIVES TO SUPPORT STRATEGIC PRIORITIES →

4. Develop unifying narrative/integrated marketing plan

i. Develop WREDC Brand/Unifying Narrative and Collateral – e.g. Waterloo Int’l, Invest Waterloo (Inventing the Future, Find your Winning Edge, etc.)

ii. Regional Marketing/Communications and Events Plan (include Tourism)

iii. WREDC web site start-over/refresh as centrepiece to drive online traffic and support lead generation, social media marketing and community outreach (local community profile/visibility of team)

iv. Develop annual benchmarks to track effectiveness of marketing plan—i.e. web site traffic, source/attraction of qualified leads, impact on PUF

v. Showcase investment wins/client testimonials
NOTABLE PARTNERS → “IT TAKES A (GLOBAL) VILLAGE”

- Mayors, Municipal Councillors, EDOs, K-W/Cambridge Chambers, YKF
- Key Investment intermediaries (“Big 4”, Site Selectors, Commercial RE firms, etc.)
- Innovation Ecosystem Assets (Communitech, Accelerator, Velocity, Perimeter, IQC)
- MIN, Trillium Centre for Advanced Manufacturing, APMA, DEEP, CME, OMAF
- Inter-Regional (Toronto-Waterloo Corridor) and Pan-Regional (CCCA/ICCI)
- Provincial SEOs/IIDRs, locally-engaged staff and (JPF/SWODF) Program Managers
- Federal Trade Commissioners, FedDev, locally-engaged staff
- Our 2 Universities and The College
- Tourism Promotion Team and Tourism Assets (including Passport to Success)
- Grand Alliance (CEOs of the nine larger cultural organizations in WR)
Thank you … let’s get to work!
APPENDIX 1 – “4 Pillars” Approach to Investment Attraction/Retention

For qualified projects WR customized pitch will focus on:

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<td>Market Opportunity (Strategic Fit)</td>
<td>Cost Structure (Quantitative)</td>
<td>Quality of Life/Ability to Attract and Retain Talent (Qualitative and Strategic)</td>
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* IF 1-3 don’t seal the deal and IF it’s a globally mobile project, only then will we consider use of other direct levers (targeted incentives—e.g. SWODF, JPF, RED, FedDev) as closing support.
APPENDIX 2 - Disciplined sales funnel approach (P/U/F)

Generate and Qualify Leads
Targeted Marketing & Lead Generation

Ontario IMCs, federal posts, lead-gen contractors
WREDC Corporate Calls
BR&E, Industry Events
Unsolicited Inquiries and Calls

Prospects
<20% Chance of Investment

Triage

Pipeline
20% to 59%
12 to 24 Months for decision

Upside
60% to 89%
3 to 12 Months for decision

Forecast
90% +
< 90 Days for decision

Closed Deal & Aftercare
APPENDIX 3 – WREDC Metrics/Performance Targets

2016 Performance Targets

1. Total $ of new investment
2. # jobs created/retained
3. Growth in the sales funnel in absolute $/percentage terms
4. Conversion rates from pipeline to upside/forecast
5. Growth in # of qualified leads
6. Number of deals closed
Mission

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 2016 Revenue

- Region of Waterloo: 35%
- Cities (Waterloo, Kitchener, Cambridge): 32%
- Townships (Wilmot, Wellesley, Woolwich, North Dumfries): 30%
- Private Sector: 3%
WRTMC 2016 Spend

- Sport: 24%
- MC&IT: 10%
- Travel Trade: 6%
- Leisure: 60%
www.explorewaterlooregion.ca

PICK A CATEGORY

FESTIVALS & EVENTS

NIGHTLIFE, MUSIC & THEATRE

FAMILY FUN & ENTERTAINMENT

OUTDOOR ADVENTURE & SPORT

MUSEUMS, GALLERIES & ART

FOOD, DRINK & SHOP
52 Things to Do in Waterloo Region

We can help you figure out what there is to do when you #ExploreWaterlooRegion.

Press Release – Games and Film Weekend at Joseph Schneider Haus

Games and Film Weekend at Joseph Schneider Haus

Press Release – Bonham’s Can Auction House Coming to the Exchange, CA

Visit Idea Exchange on Sat. Your chance to learn!
WRTMC Programmatic Marketing

10 QUESTIONS ABOUT CANADA
AND YOU WILL ONLY
GET 5 OF THEM RIGHT

I just scored 10 out of 10
10 questions to test your knowledge
CLICK HERE TO SEE IF YOU CAN BEAT ME!

Hudson's Bay
thebay.com
Treat yourself.

Loose Linen Dress $12.36
www.newchic.com
Was: $12.36, Now:
3pcs=$34.98. Size: US4- US18. Enjoy 48% OFF. Get Yours!
WRTMC Festival & Event Campaigns

Who's diggin' the blues this year?
Stay in touch with all the Attractions & Festivals this summer!

Summer Festivals from May - October
Meetings & Conventions
Media Attention

WATERLOO CENTRAL RAILWAY SET TO KICK OFF SERVICE FOR THIS SEASON

One Tank Trips: Hit the road for a "One-Tank Trip" around Southern Ontario. Adventures worth the drive from the syndicated newspaper/web column by Jim Fox.

CONTINUE READING
Sport Tourism
Sport
2021 Canada Summer Games
Cycling
52 Things to Do in Waterloo Region

Questions?
THANK YOU

EXPLORE
Waterloo Region

www.explorewaterlooregion.ca
Rail Advocacy Update
All Council Meeting,
April 15, 2016
Goal
- Improve passenger rail between the GTA and Waterloo Region

Actions
- Two-way All-day GO, Georgetown Line (North)
- Cambridge on the GO, Milton Line (South)
- Missing Link

Outcomes
- Economic benefit
- Environmental benefit
- Quality of Life
2 Way All Day GO (Kitchener line)

- Faster
- More Frequent
- Westbound a.m. train
2 Way All Day GO (Kitchener line)

What’s Happening Now?

• Provincial:
  ➢ GO Bus/Train Layover Facility
  ➢ Metrolinx purchased track

• VIA:
  ➢ increased service

• Federal:
  ➢ Prime Minister’s acknowledgement of the corridor and commitment of support
Innovation Corridor

THECORRIDOR.CA

TORONTO-WATERLOO REGION

Google
SIEMENS
amazon.com

#1
WORLD’S BEST
PLACE TO LIVE
(ECOMOMIST 2015)

FINANCIAL AND TECHNOLOGY
CAPITAL OF CANADA

TORONTO

112km/70miles

WATERLOO REGION

423,000
STUDENTS
ACROSS 16
POST-SECONDARY
INSTITUTIONS

200,000+
TECH
WORKERS

15,000+
TECH
COMPANIES

5,200
STARTUPS
2nd HIGHEST DENSITY
IN THE WORLD

GLOBAL REACH:
OVER 150
LANGUAGES
SPOKEN

4th
LARGEST CITY
IN NORTH AMERICA

#TOWRCORRIDOR
Innovation Corridor

- Global Hub of Innovation
- Building stronger partnerships
- Gaining momentum
Cambridge on the GO (Milton line)

- **2015 Business Case to initiate rail service between Milton and Cambridge**
  - Cost-effective “start-up” option using Diesel Multiple Units (DMUs) - 4 peak period trains with train to train transfer at Milton.
  - Start with one station (Cambridge interim downtown station) then add new stations as sites are identified.
  - Travel time 94 minutes between Cambridge downtown and Union Station.
  - Test markets for off peak and weekend service and work trips between Milton and Cambridge.
  - Estimated capital cost $23 – 73 million.

- **Stakeholders/Partners**
  - Municipalities along south line (Waterloo Region, Milton, Mississauga, Toronto)
  - Community Stakeholders (Post-Secondary Institutions)
  - Industry Partners (Chambers, Business)
CONNECT AND TRANSFORM

The downtown Cambridge to Toronto Union Station route would cover over 960km within the Continental Gateway, an economic trade corridor connecting Ontario to Quebec that encompasses ports, airports, intermodal facilities, and border crossings, as well as essential road, rail, and marine infrastructure across a 1000km radius.

TECHNICAL NOTE: Diesel Multiple Units (DMUs) are self-propelled rail vehicles. Their benefits include lower energy consumption and operating costs, improved travel times, reduced station space requirements, and cost-effective mobility.

“Conestoga provides unique, career-focused education and training programs to address Ontario’s labour force needs and prepare students for successful futures. The GO Train extension will create new opportunities for students from west Toronto, Mississauga and Halton to access post-secondary programs at Conestoga’s main campuses in Cambridge, Kitchener and Waterloo as well as at our two local universities.” - John Tbitis, President, Conestoga College Institute of Technology and Advanced Learning
• What’s Happening Now?

- Provincial Discussions with Ministry of Transportation
- Discussions with Metrolinx and GO re. technical feasibility and business case focusing on short-term implementation
- Continued participation in provincial consultations (High Speed Rail, The Big Move)
- Collaboration on short-term Opportunities
  - Between GO BUS Connections Cambridge and Milton (2016 Provincial Budget)
In June 2015, the partnering municipalities (Toronto, Mississauga, Milton and Cambridge/Kitchener/Waterloo/ROW) agreed to fund a study to look at the “Missing Link”.

- Ambitious Rail Rationalization initiative that would unlock the capability to achieve 2-way, all-day GO service on the Milton and Kitchener lines (impacts 52 Federal Ridings along the Corridor)

- A Feasibility Study and Business Case of Constructing the Missing Link was completed in August 2015 and endorsed by the Councils of Mississauga, Milton, Cambridge and the Region of Waterloo in September 2015.
Missing Link – Western Rail By-Pass
The main benefit of the Missing Link is that it could unlock the capability to achieve 2-way, all-day GO service on the Milton and Kitchener lines.

Other Potential benefits:

- Provide an alternative to widening the Milton and Kitchener GO Rail corridors (impacts are considerable)
- Remove heavy freight flows on GO’s lines making it easier to achieve electrification
- Remove heavy freight rail traffic from central areas of Toronto, Mississauga, Brampton and Georgetown
- Create additional opportunities and capacity for a future provincial or national high-speed rail line to enter the centre of the GTHA
Moving Forward Together

- **Continued collaboration with Partners**
  - Alignment of key messages and communication opportunities
  - Advocacy meetings with federal and provincial ministries and staff (LUMCO advocacy for Missing Link)
  - Exploring short-term improvements (province, region, municipalities, others) – recent budget announcements
    - VIA Schedule changes (earlier train from TO to Kitchener)
    - GO BUS Improvements (Bus/Train Connections, HOV Lanes, Milton to Cambridge, Kitchener to Bramalea/Oakville)
  - Provincial Review of Metrolinx Act - (Need to include Waterloo Region in Metrolinx Planning Area)
Moving Forward Together

• Longer Term

- Initiated EA for High Speed Rail (HSR), recent consultations with David Collenette in WR - recommendation on HSR to the Province in the fall of 2016

- Potential for integration of longer-term planning through various transportation master plan updates (Big Move, ROW TMP, Cambridge TMP, Greater Golden Horseshoe)
Thank you! Questions?

For further information or to provide additional feedback, please contact:
ION Update

All Council Meeting
April 2016
ION BRT and Stage 2 ION

- ION BRT began September 2015
  - First step to LRT in Cambridge
  - Free Friday service (fall 2015)
  - Consistent travel times (38 minutes)
    - Features: transit signal priority, bus by-pass shoulders, queue jumps lanes

- Stage 2 ION
  - Public consultation in fall 2015
    - Featured route alternatives
    - More than 100 participants
    - Input used to help determine a preliminary preferred route
  - Next public consultation: late-2016

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**
Construction in 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

www.rideION.ca
Construction in Waterloo

- Conestoga Mall, King to Northfield
- Northfield, King to CN railway
  - Highway 85 Bridge
- CN railway, Northfield to UpTown
  - University of Waterloo
  - Waterloo Park
- Erb, Caroline to King
- Caroline, Erb to Allen
- Allen, Caroline to King
- King, William to Union
- King, Erb to William
- Operations, Maintenance and Storage Facility (518 Dutton Drive)
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 within the funding envelope approved by Council in 2011
Corduroy Road

- Discovered: early-March
- GrandLinq following requirements
  - Project Agreement, Ontario Heritage Act
- Next steps
  - Expose road to document it
  - Submit report to Ministry of Tourism, Culture and Sport
  - Once reviewed/accepted, work resumes
- In the meantime, GrandLinq has re-sequenced its work
  - Construction crews now working on Allen and the Caroline/Allen intersection to advance construction in UpTown
  - On-going discussions with the UpTown Waterloo BIA and area businesses
Construction Challenges

- **Physical concerns:** noise, dust, vibration, parking and driving in/around construction
  - Address concerns and issues
  - Provide additional signs for businesses, deliveries, pedestrians, cyclists and drivers
- **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
    - Detour and way-finding signage
    - Intersection closure information
    - Website information for road closures and interactive map
  - One-on-one meetings for businesses

www.ridelON.ca
Business Concerns

Daily challenges
- Access: open during work
- Deliveries: providing detour maps and flaggers
- On-going communications
- One-on-one meetings
- ION/BIA information sessions

Helping businesses
- Partnerships and events with BIAs, Chamber of Commerce
- Signage, parking/detour maps
- Social media campaigns
- IABC workshop series for communicating change
- Promotional and advertising support, contests, mailouts
Social Media Success

- #IONbiz – for business promotions
- #Tweetyourreceipt – for residents to show their support and win prizes
Business Profiles and Support

- Business profiles on Instagram/Facebook
- ION staff help businesses get started on social media
Questions and Contact Information

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