All Council Minutes

December 20, 2016
2:15 p.m.
Regional Council Chamber
2nd Floor, 150 Frederick Street
Kitchener Ontario


Cambridge Council: D. Craig, S. Adshade, N. Ermeta, F. Monteiro, D. Reid, P. Wolf


North Dumfries Council: S. Foxton, G. Taylor

Wellesley Council: C. Smit, P. van der Maas, S. Wagner

Wilmot Council: L. Armstrong, P. Roe

Woolwich Council: S. Shantz, M. Martin, L. 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 Economic Development Corporation (Waterloo EDC) - Corporate Update**

Tony LaMantia, Chief Executive Officer, WEDC appeared before the meeting and provided a presentation, a copy of which is appended to the original minutes. He provided a Corporate Update, including their vision, background information, staff, approach to investment attraction, 2016 highlights, Township opportunities, marketing plan, looking forward and notable partners.

A question was asked related to the branding. T. LaMantia stated it is a business decision and he reviewed the challenges they had in developing the brand.

Another question was raised about the effect of the US elections and T. LaMantia stated Canada is a beacon for diversity and technology. This is part of the market opportunity to strengthen the Canadian brand, quality of life and promote our area globally.

**Key Culture Institutions – Collaborative Process**

A presentation was made by Lucille Bish, Director Cultural Services. Region of Waterloo, David Marskell, Chief Executive Officer, THEMUSEUM, Andrew Bennett, Executive Director, Kitchener Waterloo Symphony, Bill Poole, Executive Director, Clay and Glass Gallery, Shirley Madill, Executive Director, Kitchener Waterloo Art Gallery. L. Bish introduced the presentation, a copy of which is appended to the original minutes. She highlighted the key cultural institutions, core characteristics, importance of municipal investment, and significant milestones in the collaborative process, combined municipal investment and its impacts, common themes and next steps.

Linda Fabi from the Board of Directors of THEMUSEUM and D. Marskell continued with their portion of the presentation. D. Marskell gave highlights of 2016, including their collective numbers and plans for 2017 in celebration of Canada 150 and a major show for 2018 and future plans.

A. Bennett appeared on behalf of the Kitchener-Waterloo Symphony and gave a presentation. He highlighted their 2015/16 season and plans for the next season. He stated they will be undergoing a search for a new music director.

B. Poole appeared on behalf of the Canadian Clay and Glass Gallery and continued the presentation. He gave information about the gallery, Regional networks, recent successes, looking ahead and challenges.

S. Madill appeared on behalf of the Kitchener-Waterloo Art Gallery and continued the presentation. She outlined who they are, gave an overview of their collections, celebrating their 60th anniversary, exhibitions in 2016, strategic plan, financial
sustainability, events they hold, involvement with Ontario Arts Council, plans for 2017 and cultural capital.

A councillor commented on the bridges to music program through the Symphony and asked if it is being continued and expanded. A. Bennett stated it is a resource driven program and if they can do more, they will.

A question was asked if it is a strategic decision for the Museum not to have a collection and be eligible for provincial or federal funding. D. Marskell stated it opened as a Children’s Museum without a collection and they do not foresee any plans to acquire a collection at this time, but just continue the collection of experiences and fond memories.

**Canada Summer Games Update**

Sherry Doiron, Manager Sport Tourism, Regional Sport Tourism Office (RSTO) appeared before the meeting and introduced Tim Jackson. She noted Olympian Mandy Bujold was in attendance but had to leave for a training session. S. Doiron and T. Jackson gave a presentation, a copy of which is appended to the original minutes. They reviewed the timeline for the bid for the 2021 Canada Summer Games, the team behind the bid, support of the Cities of Cambridge, Kitchener and Waterloo, community engagement, explanation of the games, the numbers of the games, why we should host the games, capital investment in communities, operating contribution in communities, historical financial legacy, economic impacts of the last 7 games, role of the area municipalities, our bid, our legacy, our future.

A question was asked how the Region can assist in these games. T. Jackson stated a letter of support would be beneficial. They would also request in-kind services related to waste management and other matters that can be worked out once the bid is completed.

**ION Rapid Transit Update**

Thomas Schmidt, Commissioner Transportation & Environmental Services, Region of Waterloo appeared before the meeting to provide an ION update, a copy of the presentation is appended to the original minutes. He highlighted what they are building, the opening of the ION BRT/Cambridge station, ION construction Uptown Waterloo, Downtown Kitchener, construction nearly complete, and remaining, LRT vehicles/Bombardier, Stage 2 ION to Cambridge, Community Open House and Outreach, supporting businesses and looking ahead. He also showed two videos regarding the project.
A question was asked how the snow will be cleared off the tracks. T. Schmidt stated snow will be cleared during operation and discussions are ongoing as to how this will be completed.

It was noted there have been questions from people with mobility issues inquiring if there is a system on the train that they can lock into so they are not moving. T. Schmidt stated he is not aware of any systems for locking in but areas are set aside for wheelchairs. With respect to getting off during an emergency, this is currently being addressed by a committee.

In response to a question, T. Schmidt advised the service is scheduled to commence in early 2018. Once the trains arrive, there is a process to be followed and the first one will take the longest. An inquiry was made about free wifi on trains and this is being looked at but no decision has been made yet.

A request was made for an update on the transit hub and T. Schmidt advised staff will report back on that.

In response to a question, it was advised the trains will be arriving on a train and brought up the Waterloo Spur to be off-loaded in the Northfield area.

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

A future meeting will be held in March/April 2017 and the date will be confirmed.

**Closing Comments**

Chair Seiling thanked everyone for attending.

**Adjourn**

The meeting adjourned at 4:15 p.m.

**Regional Chair**, K. Seiling

**Regional Deputy Clerk**, L. Wetzel
Corporate Update

All Council Meeting (12/20/2016)
Vision...

To be locally rooted, internationally competitive and globally renowned

Who we are...

The first point of contact for companies of all sectors looking to locate, relocate or expand in Waterloo Region
Humble Beginnings...

Jane Black, Board Member
circa January 2016
Team (today)

- Sherryl Petricivec
- Maria Suarez
- Erin D’Alessandro
- Lori Perkes
- Tony LaMantia
- Caitlin Quarry
- Catharine Gerhard
- Lucinda Wallace
“4 Pillars” Approach to Investment Attraction/Retention

- For qualified projects (specific mandate with established timeline and budget), our customized pitch focuses on...

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<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<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>
<td>*</td>
</tr>
</tbody>
</table>

- 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) to close.
Disciplined sales funnel approach (P/U/F)

Generate and Qualify Leads
Targeted Marketing & Lead Generation

Service Investment Opportunities

Ontario IMCs, federal posts, lead-gen contractors

WREDC Corporate Calls

BR&E, Industry Events

Unsolicited Inquiries and Calls

Prospects
<20% Chance of Investment

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
• ~28 deals valued at approximately $449 million going into 2017
• Closed/Announced $9.5M in 2016: ETAS, NCC Group, Highview Residences, Hahn Plastics
• For reporting integrity, differentiating between CAM and supporting role(s)

**Investment Summary $**

- **Closed**: $9,500,000
- **Forecast**: $130,000,000
- **Upside**: $162,500,000
- **Pipeline**: $156,850,000

**Investment by Sector $**

- **ICT/Tech**: $199,000,000
- **Financial Services**: $3,500,000
- **Advanced Manufacturing**: $256,350,000
- **Pipeline**: $26,350,000

**Jobs**

- **Forecast**: 350
- **Upside**: 995
- **Pipeline**: 1265
- **Total Jobs**: 2610
2016 Highlights
1. Forging track record of clear FDI/scale up wins
   - Developed eCRM-generated Dashboard - healthy pipeline/qualified
   - Notable closed deals: ETAS/Bosch, NCC Group
   - Supported establishment of Toronto – Waterloo Region Corridor
2016 Highlights (cont’d)
Importance of Auto Tech Cluster of Competence ... (ETAS/Bosch and Auto Tech Symposium)

http://www.bnn.ca/video/why-ontario-s-auto-industry-future-lies-in-tech~941262?hootPostID=f07c80f2a72e0ab30fb83fa59dc91ce5
2016 Highlights (cont’d)
Germany Investment mission (follow up ongoing)
2016 Highlights

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

- Hired Business Development team with “customer first” DNA
- Waterloo EDC placed in Top 10 ranking* of Canadian EDCs (nice but...)
- Established “First point of contact” for potential investment opportunities
- Very active Municipal EDO and Communitech working groups
- “Building Your Future” Event for area companies

*Site Selector Magazine September 2016; Owned by Conway Inc. and utilizes Conway data
2016 Highlights
3. Creating inventory of Investment/Shovel-Ready Sites

- In progress: Development of comprehensive list of available sites (greenfield and brownfield)
- “Investment Ready: Certified Site Program” Educational session (Octoberfest 2016)
- In progress: Inventory of Shovel Ready sites
- In progress: Development of “One Source for Data” with Region of Waterloo
- In progress: Capacity support for the Region’s four Townships
2016 Highlights

4. Developing compelling/integrated marketing plan

- Hired the Marketing and Communications team
- Developed Waterloo EDC brand visual and tagline
- Supported 2016 FDI events, Waterloo Innovation Summit, ACE, etc.
- Supported Toronto – Waterloo Corridor narrative/collateral
- In progress: “Why Waterloo” value proposition with regional stakeholders
- In progress: Develop Waterloo EDC marketing collateral
- In progress: Develop Waterloo EDC website
Township Opportunities
Important Economic Development Potential

- Manufacturing-centric (average or circa 15% of employment)

- Increasing inventory of employment land availability in Townships, positioning them for new investment, opportunity for Provincial Investment Ready/Certified Site designation to support international marketing

- Work with the Region of Waterloo (mostly on infrastructure support—e.g. roads, GO Station layover, transit, water and sewage treatment, synchronizing DCs and project funding etc.)

- Larger opportunity to connect the region by improving transit in the Townships (BIG IDEA)

- Review of all local incentives (RoW), Rural/Regional Business Support Integration Program Review (Province)*

- “A rising tide lifts all boats” … but the boats need to be seaworthy (can’t assume investment-readiness)

- Need to do more to support capacity in Townships (translate into 3-4 priority action items for 2017-2019)
  
  – SPOC (Maria Suarez), Township EcDev Action Plan (amplify unique value proposition for each)

*Collingwood consultation (12/9/16)
2016 Highlights (cont’d) ...

Promoting Waterloo Region as key global “Brain Belt” - one of the “Smartest Places on Earth”

... at Perimeter Institute to global thought leaders (why?)

locally rooted...globally renowned
OWN

- Investment Promotion and Trade
- Promotion of Waterloo Region
- Outbound Missions
- Inbound Missions
- Government Navigation (Fed/Prov)

SUPPORT

- Tourism
- Talent Recruitment
- Official (non-business) missions

- Data
- Retention/Aftercare w EDO Partners
- Events
- Capability Building
- Infrastructure
- Talent

- Voice of Business Community with Chambers of Commerce and Boards of Trade
- Arts and Culture
- Education/Training
Inventing the future - A look forward.

- Healthy pipeline of high confidence investments scheduled for 2017 (CAM + Regional)
- Continued support of local business retention/tourism (e.g. 2021 Canada Games Bid)
- International Investment Promotion: California/US NE, Germany, UK
- Leadership of 1-2 Mayoral Missions (if business opportunities warrant)
- Increased engagement on development/expansion of YKF/RoW International Airport
- Township economic development initiatives (work with the Province/Region)
- Targeted promotion of WR (re-shoring talent, corporate relocation) in collaboration with regional/international partners—e.g. Communitech, C-100, Province/Feds
- Greater local community outreach and involvement
Some Notable Partners

- 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
- “Grand Alliance” (CEOs of the nine larger cultural organizations in WR)
It takes an aligned and collaborative community to be successful...
Let’s get to work!
Collaborative Municipal Funding and Assessment Process for Key Cultural Institutions

Kitchener, Waterloo and Region of Waterloo

All Council Meeting – December 20, 2016
Key Cultural Institutions

Core Characteristics

- High quality professional cultural production and programming
- Community leadership (collaboration, education and outreach)
- Large scale in terms of budget, audience, economic impact, organizational structure, etc.
- Jointly responsible for a public facility and/or conserving a permanent collection
Importance of Municipal Investment

Recognizes:

• Intrinsic value of arts & culture
• Contribution of arts & culture to Regional vitality (social, cultural, economic)
• Cultural infrastructure

Municipal funding provides:

• Stability
• Accessibility
• Accountability
## Collaborative Process

<table>
<thead>
<tr>
<th>Annual Cycle</th>
<th>Activities</th>
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<tbody>
<tr>
<td>Q 3 (Jul-Sep)</td>
<td>Collaborative Discussions: Report of Successes and Deliverables</td>
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<tr>
<td>Q 4 (Oct – Dec)</td>
<td>Draft and Discuss Collaborative Agreement</td>
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<td></td>
<td>Joint Presentation to All Council Meeting</td>
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<tr>
<td>Q 1 (Jan – Mar)</td>
<td>Joint Report to Councils: Results of Current Year Agreements</td>
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<tr>
<td></td>
<td>Collaborative Discussions: funding for Following Year</td>
</tr>
<tr>
<td>Q 2 (Apr – Jun)</td>
<td>Staff input to Municipal Budget Development</td>
</tr>
</tbody>
</table>
Combined Municipal Investment
(2016)
Impacts of Combined Municipal Investment

268 Unique Cultural Experiences

253,728 Total Attendance (83,758) Education Related

$6,202,443 Total Earned & Private Sector Revenues
Common Themes

• Impacts of Funding Constraints
  • Staff and salary reductions
  • Threat to program quality and quantity
• Need to raise the profile of the KCIs
  • Local economic impact
  • Social and cultural contributions to the community
• Importance of local funding in leveraging other funds
• Joint promotion – innovative marketing
• Opportunities to improve physical space and assets
Next Steps

• Individual challenges & plans for the year
• Collaborative projects
• Joint Report to Councils
• Review process & refine for next cycle
Proud of What We do...
Join us Tomorrow at 5:59AM!

Join us Wednesday, December 21, 2016 and celebrate the Winter Solstice. FREE - but we love donations! Doors 5:59 AM. Queen Street Yoga 6:15 AM. DJ Brando Von Dino & QUANTUM: The Exhibition 7:15 AM. RSVP@THEMUSEUM.ca. Coffee, & Snacks.

A QUANTUM themed morning
By the numbers...

$23M
Positive Economic Impact

2015-2016
7 Staff Teachers

90,076 Visitors
42% from out of town

43 Employees at THEMUSEUM
20 Fulltime, 23 Part Time

200 Volunteers
5763 Hours

424 Classes for 8,426 Students

www.THEMUSEUM.ca
A Cause for Celebration?
First Things First

Step Right Up!
The Traveling Carnival in Canada

Local artists – 365 days a year

#Exnovation
Be Part of this...
January 2018 - interAction

Carl Zehr Square
CAFKA / Christie Digital

www.THEMUSEUM.ca
More than an Exhibition

- Meaningful collaboration:
  - CAFKA, Canadian Clay & Glass Gallery, Carl Zehr Square, Christie Digital, CIGI, Games Institute UW, KPL, Lot41, Technoculture Art and Games Research Centre (TAG) at Concordia University and talking to more

- Cultural opportunity to drive tourism/economic impact

- Template for a major annual cross Region exhibition
INCHING TOWARDS SUSTAINABILITY

• Executing Board Strategies
• Strategic Selection of Exhibitions – Community Talent
• Culture of Philanthropy/Investing in Advancement
• Building Case for Support - Province/Federal Governments
• Finding Efficiencies Through Technology
• Working to Close the Gap Incrementally
First Increase in Seven Years

- We are grateful and look forward to 2018 and beyond for sustainable funding
  - Region’s 2% represents $7,418
  - City of Kitchener’s 1% represents $1,200

- Annual attendance 90,076, up 40% in three years

- Grants equal $5.93 in operating per person

- For every dollar invested we generate $4.15
Specific Actions/Deliverables

• Develop a specific deficit reduction plan to address growing annual deficit for past 3 years

• Engage at least one other cultural organization in discussions about education programs; successful approaches and evaluation with consideration of leading a wider discussion on education-related issues

• Collaborate with other cultural organizations in joint marketing/event presentation/ other initiatives as opportunities arise
Kitchener-Waterloo Symphony: where artistry and innovation shape the expression and experience of our community’s vitality through live orchestral music.
15/16 Season:

- 90,688 patrons including 11,500 at school performances
- 70th anniversary celebrated
- Professional opera returned to the region
- 162 in Youth Orchestra Program
- Surplus of $178,000 moved accumulated deficit down to 17.6% of revenue
Reaching out across the region
Coming Up:

- 17/18 season launch with enticing repertoire
- Nomination for GG Innovation Award
- Public launch of Fusion campaign
- Edwin’s farewell
- Formalizing our positive relationship with CITS
- Bridge to Music expansion
- Outreach in winter and spring
A New Music Director - the search starts!
Canadian Clay & Glass Gallery

Canada’s only art museum dedicated to ceramic and glass art
About us

- Destination for Regional citizens and tourists
  - Exhibitions that showcase the best in ceramic and glass art
- Hands-on education programs
  - curriculum-based ceramics program for schools across the Region
  - youth public art programs
- Gallery Shop featuring one-of-a-kind artworks
- National awards for emerging artists
- Permanent collection of 900+ works
- Governor General’s Award-winning building
Regional Networks

• Alliance for a Grand Community
  • Canadian Clay & Glass Gallery, Centre in the Square, Drayton Entertainment, Grand Philharmonic Choir, Idea Exchange, KW Art Gallery, KW Symphony, THEMUSEUM, Waterloo Region Museum (with Joseph Schneider Haus and McDougall Cottage)

• Waterloo-Wellington Museums & Art Galleries Network
  • 26 Member institutions
Recent Successes

- Financial sustainability
  - Five operating surpluses in six years
  - Reduced accumulated deficit by $103,486 to $15,347
- Debt free
- Two exhibitions of work by Indigenous artists
  - Tributaries, On Firm Ground
  - Partnership with Mush Hole Project
- Art4teens program and exhibition
- shop.theclayandglass.com
Looking ahead

• Renovations thanks to funding from City of Waterloo and Canada Cultural Spaces Fund
• 25th Anniversary – June 2018
  • activities planned for the community
Challenges

• Salaries are low
• Understaffed
• More space needed
  • community programming, hot-glass studio, permanent collection
• Only KCI funded by one municipality
• Only KCI with municipal funding below provincial average
Who we are

• Oldest and largest public art gallery in the Waterloo Region

• Employ 21 professional cultural workers, artists and art educators

• Art museum, Class A Status, with a permanent collection of over 4000 works of art held in public trust and worth over $30 Million
• Largest collection of international Naïve paintings in the world from Joey and Toby Tanenbaum Collection

• Donation of photographs from Canadian photographer Edward Burtynsky – largest collection of his work in Canada second only to the National Gallery of Canada
60th ANNIVERSARY
Celebrating our Founders
EXHIBITIONS 2016
Continuing the Vision of Founders
The art of today - supporting contemporary artists

1. Cultural Diversity – young indigenous artists (The Fifth World)
2. Regional Artists (Our Mutual Friend and Expressions)
3. Permanent Collection (Celebrating our Own)
4. Edward Burtynsky: Infinite Change
EDWARD BURTYNSKY
INFINITE CHANGE
STRATEGIC PLAN (5 priorities)
COMMUNITY ENGAGEMENT

• We offer tours in nine languages in addition to English
• Working with Canadian Society for Hearing for sign language tours
• Over 12000 students engaged in school programs
• Collaborations are multidisciplinary
• Reach is regional, provincial, national and international
Stroller Tours
Seniors in the Studio
60 for 60 fundraising campaign

- Target: $60,000
- Raised: $173,000
- 2013-2015; saved $55,000 through staff reduction, exhibition cuts, and increased revenue, put towards deficit reduction plan
Ontario Arts Council

- 41 public art galleries were funded under OAC operating this past run
- KWAG was in the top 5
- Ranking high “A”
- Professional jury of peers accentuated strength in the Gallery’s leadership in Organizational Effectiveness and Artistic Excellence
2017

• For Canada’s 150th, the Gallery will stress commitment to indigenous art and artists all year: Joseph Tsiglia, Maggie Groat, Indigenous Curator, Lisa Myers curating a group exhibition in the fall

• Topics of nation and nationhood, decolonization, pluralism, cultural diversity will be explored in education and public programming
CULTURAL CAPITAL

The Region’s Key Cultural Institutions constitute cultural capital; combined we provide a network of understandings, values, activities, and relationships that contribute to community development and well-being that not only includes social and economic impact, but also goes beyond to a sharing of what earlier generations have imagined and what is in turn, passed on.
THANK YOU
MANDY BUJOLD

- 2016 Olympian
- 2 x Pan-Am Games gold medalist
- 10 x Canadian National Champion
- 2015 Athlete of the Year for Region
- Community champion
- Member of bid committee for the 2021 Canada Summer Games

“I couldn’t think of a better place than Waterloo Region for a young athlete to begin their dreams.”

Kitchener’s Mandy Bujold, Boxer 2016 Olympics in Rio, 2015 Pan-Am Games Gold Medallist and 10-time Canadian Champion

OFFICIAL 2021 BID COMMUNITY: WATERLOO REGION
2021 CANADA GAMES - TIMELINE TO BID

Letter of Intent to Bid completed - May 2016
Phase I Technical Submission completed - June 2016
Technical Review Committee visit to region - August 2016
Awarded to proceed to final bid submission - September 2016

Prepare for municipal council submissions - December 2016
Phase II Final Bid Submission due - January 31, 2017
Bid Evaluation Committee visit to region - February 28, 2017
Final announcement of winning bid - March 30/31, 2017
THE TEAM BEHIND THE BID

• Bid Committee of dedicated volunteers who believe in the opportunity to bid and win the 2021 Canada Games

• Bring a high level of experience in business, technology, sport and in particular for national and international multi-sport games

• Supported by the Regional Sport Tourism Office (RSTO) in the management of the bid

• Supported and guided by the Municipal Working Group, representing Cambridge, Kitchener & Waterloo
COMMUNITY ENGAGEMENT

- Over 200 meetings have been conducted with interested partners over the last 12 months
- Have presented to sport groups of Kitchener, Waterloo, Cambridge
- Dozens of letters of support have been received
- General public have begun to sign up to support and volunteer

“In Waterloo Region, people see the potential in young people or new ideas. They support you all the way!”

Cambridge’s Nate Brennan, Track & Field Silver Medallist, 2015 Pan Am Games and 3-time Olympian
THE CANADA GAMES ARE...

• “...a photo-finish, national anthem, top of the podium, world-class kind of opportunity for Canadian youth”  
  –Canada Games Council

• Held every two years, alternating between winter and summer

• A once in a generational opportunity to bid and host

• Biggest national opportunity that fits this market to showcase our cities
THE NUMBERS OF THE GAMES

• 19 different sports that include para and Special Olympic inclusion
• 13,000 people active and involved at Games-time, including 4,500 competitive participants (3,500 athletes, 1,000 coaches & managers)
• Representation from all 13 provinces and territories
• A total of 45 sport & non-sport venues identified within our bid footprint
• Estimation of 20,000 spectators
• Over 18 days
WHY SHOULD WE HOST THE GAMES

• Investment made in our youth
• Investment in our future sport heroes
• Investment in legacy
• Investment in our people & social legacy
• Investment in our community
• Investment in our arts & culture
• Investment in our future
CAPITAL INVESTMENT IN COMMUNITIES

• Commitment of:
  $3M of net new funds – Government of Canada
  $3M of net new funds – Government of Ontario
  **$3M of funds from the three municipalities**
  = $9M of capital funding
OPERATING CONTRIBUTION IN COMMUNITIES

• Commitment of:

  $7.35M of funds – Government of Canada
  $7.35M of funds – Government of Ontario
## HISTORICAL FINANCIAL LEGACY

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<thead>
<tr>
<th>Year</th>
<th>Location</th>
<th>Surplus</th>
<th>Surplus</th>
<th>Small surplus</th>
<th>Surplus + $1M legacy fund</th>
<th>Surplus + $550,000 legacy fund</th>
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<tbody>
<tr>
<td>2001</td>
<td>London, ON</td>
<td>Surplus</td>
<td>Surplus</td>
<td>Small surplus</td>
<td>Surplus + $1M legacy fund</td>
<td>Surplus + $550,000 legacy fund</td>
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<tr>
<td>2003</td>
<td>Bathurst &amp; Campbellton NB</td>
<td>Surplus</td>
<td>Surplus</td>
<td>Small surplus</td>
<td>Surplus + $1M legacy fund</td>
<td>Surplus + $550,000 legacy fund</td>
</tr>
<tr>
<td>2005</td>
<td>Regina, SK</td>
<td>Surplus</td>
<td>Surplus</td>
<td>Small surplus</td>
<td>Surplus + $1M legacy fund</td>
<td>Surplus + $550,000 legacy fund</td>
</tr>
<tr>
<td>2007</td>
<td>Whitehorse, YK</td>
<td>Surplus</td>
<td>Surplus</td>
<td>Small surplus</td>
<td>Surplus + $1M legacy fund</td>
<td>Surplus + $550,000 legacy fund</td>
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<tr>
<td>2009</td>
<td>PEI</td>
<td>Surplus</td>
<td>Surplus</td>
<td>Small surplus</td>
<td>Surplus + $1M legacy fund</td>
<td>Surplus + $550,000 legacy fund</td>
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<td>2011</td>
<td>Halifax, NS</td>
<td>Surplus</td>
<td>Surplus</td>
<td>Small surplus</td>
<td>Surplus + $1M legacy fund</td>
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<td>Sherbrooke, QC</td>
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<td>Surplus</td>
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*Over the nearly 50 year history of the Canada Games, a deficit has never been incurred.*
# Economic Impact – The Last 7 Games

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<tr>
<th>Year</th>
<th>City</th>
<th>Economic Activity Generated in P/T*</th>
<th>In Region*</th>
</tr>
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<tbody>
<tr>
<td>2003</td>
<td>Bathurst, NB</td>
<td>$70.4 million</td>
<td>$57.6 million</td>
</tr>
<tr>
<td>2005</td>
<td>Regina, SK</td>
<td>$101.3 million</td>
<td>$85.2 million</td>
</tr>
<tr>
<td>2007</td>
<td>Yukon</td>
<td>$176 million</td>
<td>n/a</td>
</tr>
<tr>
<td>2009</td>
<td>PEI</td>
<td>$81.5 million</td>
<td>n/a</td>
</tr>
<tr>
<td>2011</td>
<td>Halifax, NS</td>
<td>$131 million in NS</td>
<td>$92.2 million</td>
</tr>
<tr>
<td>2013</td>
<td>Sherbrooke, QC</td>
<td>$165.5 million</td>
<td>$110.7 million</td>
</tr>
<tr>
<td>2015</td>
<td>Prince George, BC</td>
<td>$123.4 million</td>
<td>$83 million</td>
</tr>
</tbody>
</table>

*Industry Output = Visitor + Capital + Operating Expenditures according to CSTA – STEAM PRO Assessments
ROLE OF THE THREE CITIES
(Cambridge, Kitchener, Waterloo)

- Capital contributing partners
- Debt guarantors
- Co-signees for the multiparty agreement to host should we win the bid
- Agree to recognize and work in collaboration with the Host Society (manage & operate the Games)
- Representation on the Board of Directors and Coordinating Committee
ROLE OF THE TOWNSHIPS

• Help in the promotion of the Games
• Recruitment of volunteer workforce
• Promote and participate in professional development, training, sport development opportunities afforded in years leading into Games to develop the capacity to deliver and leave legacy
• Assist with sport programming displacement during Games-time
• Offering accommodations and services for out-of-town guests
ROLE OF THE REGION OF WATERLOO

• Join as a partner of the bid committee & municipal partners
• Services that will be required to deliver the Games:
  • Waste Management
  • Emergency Services
  • Airport
  • Transit (GRT & ION)
  • Arts & Culture
In Summary

• We have a proven track record of both hosting and supporting events that keep coming back to the region

• Ability to leverage collaborative partnerships to showcase who we are, where we live and what we are capable of delivering when we work together

• National opportunity that fits this market PERFECTLY to showcase our cities in a community known to help our youth reach their potential
2021 BID COMMUNITY - WATERLOO REGION

• For more information on how to get involved or show your support for our bid for the 2021 Canada Games:

  canadagames@waterlooregion2021.ca
  www.waterlooregion2021.ca

For media and information inquiries please contact Teddy Katz at:
(416) 523-3188
ION Update

All Council Meeting
December 20, 2016
What Are We Building?

- **ION Stage 1**
  - **LRT**: Conestoga Mall transit terminal to Fairview Park Mall transit terminal
    - Expected to launch: early-2018
    - 19 km route, 16 stops
  - **BRT**: Ainslie Street transit terminal to Fairview Park Mall transit terminal
    - Service started: Fall 2015
    - 17 km route, 7 stops

- **ION Stage 2**
  - BRT converted to LRT
  - Public engagement: 2017
  - Conestoga Mall transit terminal to Ainslie Street transit terminal

www.rideION.ca
ION BRT/Cambridge Station Opening

- ION BRT service started in September 2015
- New Cambridge Centre Station
  - Operations: Dec. 19; Grand Opening: Dec. 21
  - Provides direct connections and faster travel times for ION and local GRT bus routes
  - 10 bus platforms; ION stops on Hespeler Road
  - Heated shelters, benches, covered bike parking
  - Real-time LED information displays
  - Landscaping and interactive public art
  - Expanded sidewalk to Cambridge Centre Mall

www.rideiON.ca
ION Construction – Nearly Complete

Northfield

Operations, Maintenance and Storage Facility

Fairview Park Mall

Charles

www.rideION.ca
ION Construction – Remaining

Courtland

Frederick

Ottawa

King St. Grade Separation
King/Wellington

www.rideION.ca
First ION LRT Vehicle
- Expected to arrive in late-February
- 1st LRT vehicle: from Thunder Bay
- Remaining: from Kingston
- Bombardier's Kingston expansion is complete
- Staff continue to work with Bombardier and monitor progress
ION BRT is the first step to LRT in Cambridge

Stage 2 ION Public Engagement
- Took place in Fall 2015
- Focused on route alternatives
- 100+ community members

Next Steps
- Early-2017
- Preferred route presented to residents
- Focused on route alternatives
- Preferred Stage 2 ION LRT route to Council for consideration
OMSF Community Open House

OMSF Community Open House:
ION Operations, Maintenance and Storage Facility
Saturday, November 26 10 a.m. – 2 p.m.

www.rideION.ca
Community Outreach

Mobile Signs

DUKE STREET Food Block is OPEN!

#ShopCourtland and WIN!

$25 prize awarded weekly

GRT Rider Thank You (Ainslie Street)

Funding Partners

OMSF Tour

WIN a GRT monthly pass!

www.rideION.ca
Supporting Businesses

- Partnership with Record
  - Weekly advertisements through 2017
  - Reduced rate for businesses on ION corridor

- Radio Advertisements
  - All Stations: November 29 to December 11

Instagram Business Profiles

#IONbiz
Looking Ahead

- Arrival of the first ION LRT vehicle
- Construction
  - ION Stops, Driver Facilities, Landscaping
  - Systems – Catenary, signals, etc.
- Testing of the LRT vehicles and system
- Preparing for start of ION service
  - Education and awareness; building momentum
- Integration with Grand River Transit

Waterloo Spur

Conestoga Mall

One system
One fare

www.rideION.ca
Questions

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

www.rideION.ca