



Media Release: Friday, December 11, 2015 at 4:30 p.m.

## **Regional Municipality of Waterloo**

### **Economic Development and Promotion Committee**

#### **Agenda**

Wednesday, December 16, 2015

12:00 p.m.

Regional Council Chambers

150 Frederick Street, Kitchener

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- 1. Declarations Of Pecuniary Interest Under The Municipal Conflict Of Interest Act**
- 2. Delegations**
- 3. Reports**

#### **Planning, Development and Legislative Services**

- 3.1 [PDL-15-06](#), Proposed Changes to Regional Council's Economic Development and Promotion Committee 3**

#### **Recommendation:**

That the Economic Development and Promotion Committee recommend to Regional Council that it be renamed the Economic Development Committee (EDC);

And That the Economic Development Committee assume the prescribed roles, as described in Report No. PDL-15-06, dated December 16, 2015.

**Finance**

- 3.2** **COR-TRY-15-117**, Options for Economic Development and Promotion Grants 8

**Recommendation:**

That the Economic Development and Promotion Committee review the five organizations that currently receive an on-going grant to determine if the grant should continue; and

That following the review, transfer the grants that continue to the Economic Development program area to be administered by staff effective for 2017.

**CAO**

- 3.3** Waterloo Region Economic Development Corporation (Verbal Update)

**4. Information/Correspondence****5. Other Business****6. Next Meeting****7. Adjourn**



Report: PDL-15-06

## Region of Waterloo

### Planning, Development and Legislative Services

#### Commissioner's Office

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**To:** Chair Helen Jowett and Members of the Economic Development and Promotion Committee

**Date:** December 16, 2015

**File Code:** D02-01

**Subject: Proposed Changes to Regional Council's Economic Development and Promotion Committee**

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#### **Recommendation:**

That the Economic Development and Promotion Committee recommend to Regional Council that it be renamed the Economic Development Committee (EDC);

And That the Economic Development Committee assume the prescribed roles, as described in Report No. PDL-15-06, dated December 16, 2015.

#### **Summary:**

Since the 1990s, Regional Council has maintained advisory bodies focused on economic development.

Currently, Regional Council includes the Economic Development and Promotion Committee (EDP) as one of its Standing Committees. It is Chaired by Councillor Jowett and includes Chair Seiling and Regional Councillors Armstrong, Strickland, Craig, Vrbanovic, Jaworsky, Shantz and Nowak. In June of 2015, the EDP directed Regional staff to review its' roles (including a review of similar committees in other municipalities), particularly given the creation of the (new) Waterloo Region Economic Development Corporation (WREDC). The Committee also asked for information to assist in the review of Regional grants for economic development, which is addressed in a separate report.

This report recommends revised roles of the EDP Committee, with particular emphasis on respecting the roles of the WREDC and the Area Municipalities and the evolving working relationships.

**Report:****Introduction**

The EDP Committee was formally established in 2001 through the Regional Chair's Office. As with all Standing Committees, it does not have formal terms of reference. However, in a report dated September 26, 2001, the Regional Chair noted possible involvement in tourism, as well as support for conferences by Grand River Transit could be areas for the Committee to examine. Since that time, the EDP Committee has met fairly infrequently, and has largely focussed on a variety of long-standing grant recommendations. As described in this report, similar committees in other municipalities are wide-ranging in their roles.

**Guiding Principles and Considerations**

The following principles and considerations were used to guide the recommended prescribed roles of this Committee:

- a) Like other Standing Committees of Council, the Committee would make recommendations to Regional Council;
- b) The Committee should not duplicate the roles of Area Municipalities and the (new) Waterloo Region Economic Development Corporation;
- c) The Committee's roles should complement the roles of the other Standing Committees of Regional Council (i.e. Planning and Works, Administration and Finance and Community Services). For example, matters pertaining to appeals of the Development Charges Act would continue to be dealt with through the Administration and Finance Committee;
- d) Over time, the economic development relationships of the Region of Waterloo, the Area Municipalities and the WREDC will evolve. Consequently, the initial roles of the committee should be very focused; and
- e) The Committee should be tailored to reflect Regional interests specific to our community. Examples of economic development committees in other municipalities are appended as Attachment 1. These committees are highly variable in mandate.

**Proposed Prescribed Roles for the Committee**

The following six roles are recommended for this Committee:

- i) Liaison with the Waterloo Region Economic Development Corporation (WREDC), including annual reporting using comprehensive performance measures, and as a discussion forum for issues of shared interest;
- ii) Similarly, liaison with the Waterloo Region Tourism Marketing Corporation, including reporting on performance measures and as a discussion forum;
- iii) Updates on the marketing and development of the Region of Waterloo International Airport hangar campus, including potential synergies with the

- adjacent “East Side” strategic employment lands, as described in the Regional Official Plan (ROP);
- iv) Review of Regional policies and business practices in the context of being business supportive;
  - v) Discussion of topical research areas (e.g. emerging technologies, innovation clusters); and
  - vi) Oversight of any Regional grants supporting economic development, as directed by Regional Council.

### **Other Proposed Refinements**

The EDP Committee could continue to be constituted like other Standing Committees of Regional Council (i.e. appointed for the term of Regional Council and making recommendations to Council). However, the following minor revisions are also recommended:

- a) Renaming to the Economic Development Committee, as “Promotion” is viewed as an integral part of economic development; and
- b) Typically meeting quarterly, but more frequently as require.

### **Corporate Strategic Plan:**

This initiative supports many initiatives described under the “Thriving Economy” focus area.

### **Financial Implications:**

The costs associated with the Economic Development Promotion Committee are included in Regional Council’s annual budget.

### **Other Department Consultations/Concurrence:**

Corporate Services was consulted in the preparation of this report.

### **Attachments:**

Attachment 1 – Sample of Economic Development Committees in other Regions and Separated Cities

### **Prepared and Approved By:**

**Rob Horne**, Commissioner, Planning, Development and Legislative Services

### Attachment 1 - Sample of Economic Development Committees in other Regions and Separated Cities

Region/City	Committee Name	Membership	Key Roles
Hamilton	Open for Business Sub-Committee	6 Councillors (Home Builders and Chambers of Commerce are non-voting key advisors)	<ul style="list-style-type: none"> <li>• Support improvements to approval, permitting, licensing</li> <li>• Small and medium sized business support</li> <li>• Support an open for business culture, including BIAs</li> <li>• Ensure city can achieve population and employment targets, with emphasis on growing non-residential assessment base.</li> </ul>
London	Strategic Priorities and Policy Committee  (A former "Investment and Economic Priorities Committee" was combined with this Committee.)	Mayor and 14 Councillors (all of Council)	<ul style="list-style-type: none"> <li>• Asset Management</li> <li>• Corporations with Share Capital</li> <li>• Council's Strategic Plan</li> <li>• Development Charges</li> <li>• Governance</li> <li>• Major Corporate Initiatives</li> <li>• Capital and Operating Budget</li> <li>• Economic Strategies, Initiatives and Emerging Issues</li> </ul>
Guelph	Economic Development Advisory Committee	10 Members <ul style="list-style-type: none"> <li>• Mayor</li> <li>• 1 Councillor</li> <li>• 8 Appointees (6 representing local business, education and labour)</li> <li>• 2 representing community at large</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor, review, update and implement Economic Development Strategy</li> <li>• Policies and Programs that are economically supportive</li> <li>• Discussion forum</li> <li>• Access to network of business expertise</li> </ul> <p>Note: Terms of Reference under review (last reviewed 1999)</p>

Durham	Durham Region (Community) Economic Development Advisory Committee	Councillors	Oversee Strategic Plan development and implementation
Simcoe	Economic Development Sub-Committee	Warden and 4 members of County Council	<ul style="list-style-type: none"> <li>• Review 10 year economic development and tourism strategy</li> <li>• Input to Council on matters affecting the economy</li> <li>• Promotion</li> <li>• Market-readiness</li> <li>• Appoint and consult an Industry Advisory Group</li> </ul>
Halton	No Economic Development Committee		
Windsor	Planning, Heritage and Economic Development Standing Committee	<ul style="list-style-type: none"> <li>• Mayor plus 5 Councillors</li> <li>• 3 citizens for Planning Act matters</li> <li>• 5 citizens for heritage matters</li> </ul>	<ul style="list-style-type: none"> <li>• Topics very similar to our Planning and Works Committee</li> <li>• Activities include official plan and zoning by-law, community development, economic development policy matters, BIAs, heritage</li> </ul>
Ottawa	Finance and Economic Development Committee	Mayor plus ten Councillors	<ul style="list-style-type: none"> <li>• Very broad mandate includes budget, financing, purchasing, organizational development, staffing/ personnel, real estate, legal, clerk's, labour relations, IT, economic development</li> </ul>
Toronto	Economic Development Committee	6 Councillors	<ul style="list-style-type: none"> <li>• Very broad mandate – “to monitor and make recommendations to strengthen Toronto’s economy and investment climate.” Topics include Toronto Film Board, small business round tables, Arts Council funding, BIAs, Economic Dashboard.</li> </ul>



**Report:** COR-TRY-15-117

## **Region of Waterloo**

### **Corporate Services**

### **Treasury Services**

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**To:** Chair Helen Jowett and Members of the Economic Development and Promotion Committee

**Date:** December 16, 2015                      **File Code:** F25-00

**Subject:** **Options for Economic Development and Promotion Grants**

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#### **Recommendation:**

That the Economic Development and Promotion Committee review the five organizations that currently receive an on-going grant to determine if the grant should continue; and

That following the review, transfer the grants that continue to the Economic Development program area to be administered by staff effective for 2017.

#### **Summary:**

In June of 2015, Economic Development and Promotion (EDP) Committee directed staff to review EDP grants. This report provides background on EDP grants, options for EDP grants and a recommendation for these grants effective for 2017.

#### **Report:**

##### **EDP Grants - Background**

The Economic Development and Promotion (EDP) Committee was established in 2001 through the Regional Chair's office as a standing committee of Regional Council. EDP Committee, which meets on an "as needed" basis, was initially involved in tourism initiatives. In 2003, following a referral arising from the Community Grants process, the EDP Committee took on the responsibility for grants to organizations that related to economic development and promotion. A Regional policy on Events Having an Economic Benefit to the Region was developed and grants related to economic

development and promotion have been addressed by EDP Committee since 2003. In 2004, a budget of \$50,000 was established for EDP grants and promotion. The budget has increased over time to its current level of \$154,000. Grants for economic development and promotion are administered by the EDP Committee and the approved grants are typically for:

- events that provide an economic benefit to the Region
- organizations that foster economic development

A copy of the current policy on Financial Assistance for Events Having an Economic Benefit to the Region is attached as Attachment 1. There is no formal Regional policy for organizations that foster economic development.

EDP Committee has historically approved on-going annual grants for five (5) organizations as well as some one-time grants. The five organizations that have been receiving on-going annual funding include:

- Junior Achievement of the Waterloo Region
- Waterloo Region Small Business Centre
- Business and Education Partnership of Waterloo Region
- Cambridge Highland Games
- K-W Oktoberfest

Information provided by these five organizations on their grant applications is summarized in Attachment 2. A summary of approved annual on-going grants and one-time grants for the past several years is shown in Attachment 3.

Based on a scan of other municipalities per report PDL-15-06 Proposed Changes to Regional Council's Economic Development and Promotion Committee, economic development grants provided by other municipalities are variable.

### **EDP Grant Review**

There have been a number of issues raised by EDP Committee over the past years relative to the grants including:

- Reducing grants or phasing-out of grants for agencies that are maturing, building equity and turning a profit over time; (2012)
- Greater emphasis on economic development rather than promotion; (2013)
- Scaling back grants where organizations have a healthy balance sheet; (2014)
- Funding of community festivals may require a policy; (2014)
- Review of the Committee's mandate to ensure the focus is economic development (2014)

In June of 2015, EDP Committee directed staff to review EDP grants. Staff began the

review during the summer of 2015 and has continued the review in parallel with the review that is currently underway by the ad-hoc working group on Community Grants.

The ad-hoc working group on Community Grants, comprised of Members of Regional Council and staff, is developing options and policies with respect to operating and capital grants for community groups and not-for-profit organizations as directed by Regional Council earlier this year.

### **Options for EDP Grants**

The options for EDP grants include:

- Status quo / leave the grant program as is
- Develop a new, fully open process
- Discontinue EDP grants
- Transfer some or all of the EDP grants to the Economic Development program area to be administered by staff

There are pros and cons to the various options relative to application and approval process, new requests, policy requirements, reporting requirements, public perception of the process and budget funds. For example, the status quo and new process options would require applications and an approval process. Some form of application could be required with the option that transfers the grants to the Economic Development program area for administration by staff. New requests would be considered under a new process and may be considered under the status quo option. New requests could potentially be considered under the option that transfers the grants to the Economic Development program area subject to available funding and program area administration. While a new fully open process would likely be considered the most fair and open, this option would require the development of a new policy, application and review and approval process. It is expected that this option would also result in applications that would far exceed the \$154,000 budget. The options also address, as applicable, the issues raised by EDP Committee over the years including reducing grants or phasing-out of grants for agencies that are maturing, building equity and turning a profit over time and organizations with a healthy balance sheet. A comparison of the options is show in Attachment 4.

### **Recommendation and Next Steps**

Given the issues raised by Committee over the past few years, it is recommended that EDP Committee review the organizations that currently receive an on-going EDP grant to determine if the grant should continue. The review could be done over the next few months by a working group of Committee members and staff similar to the structure of the ad-hoc working group that is reviewing the Community Grants. Following that review, it is recommended that the EDP grants be transferred to the Economic

Development program area to be administered by staff. The review should be completed prior to the 2017 budget process. In determining if all of the grants should transfer, Committee should give consideration to some of the issues raised over the past years as noted previously in the report and the summary information on the five organizations provided in Attachment 2.

The recommended option would see Economic Development staff administer the grant program including an annual application and reporting requirements, establishing criteria and reviewing deliverables. New organizations coming to Council for support would be directed to staff in the Economic Development program area. Economic Development staff would need to balance new requests with organizations currently receiving a grant and with available funds. Funding for new requests could become available through the phase-out of grants for maturing organizations with healthy balance sheets and continued profitability.

It is recommended that changes to the EDP grants be done for 2017. The EDP grants process could continue as usual for 2016 which would provide time for Committee to review the grants, time to provide notice to the groups and time to transition to the new process.

**Corporate Strategic Plan:**

Economic Development and Promotion grants align with the Thriving Economy focus area of the Corporate Strategic Plan.

**Financial Implications:**

The preliminary 2016 base budget includes \$154,000 for Economic Development and Promotion grants and activities funded from the property tax levy. This is the same amount provided in the 2012-2015 budgets. Of the \$154,000, \$10,000 is intended for the maintenance and refurbishing of the Regional parade float leaving a balance of \$144,000 for grants and other promotional activities.

**Other Department Consultations/Concurrence:**

Planning, Development and Legislative Services staff were consulted in the preparation of this report.

**Attachments:**

Attachment 1 – Policy on Financial Assistance for Events Having an Economic Benefit to the Region

Attachment 2 – Summary Information on Five Organizations Receiving On-going Annual EDP Grant Funding

Attachment 3 – History of Approved Annual On-going and One-time Grants 2006-2015

Attachment 4 – Summary of Options for Economic Development and Promotion Grants

**Prepared By:** Angela Hinchberger, Director of Treasury Services/Deputy Treasurer

**Approved By:** Craig Dyer, Commissioner, Corporate Services/Chief Financial Officer

Attachment 1 - Policy on Financial Assistance for Events Having an Economic Benefit to the Region

**THE REGIONAL MUNICIPALITY OF WATERLOO**  
**POLICY ON FINANCIAL ASSISTANCE FOR EVENTS PROVIDING**  
**AN ECONOMIC BENEFIT TO THE REGION**

**POLICY OBJECTIVE**

The Regional Municipality of Waterloo recognizes that certain events held in the Region of Waterloo may provide an economic benefit to Region and the area municipalities. As such, Regional Council has adopted a policy, as recommended by the Economic Development and Promotion Committee, with respect to providing financial assistance for these events. Financial assistance provided under this policy may be in the form of cash grants, transit services or other in-kind services.

The objective of the policy is to ensure that funding assistance is provided in accordance with an established set of criteria and processes. In addition, the policy recognizes that the economic benefits to the community may change over time and the financial assistance provided to events should reflect the changes.

This policy is specific to financial assistance for events having an economic benefit to the Region. Grants for voluntary organizations; capital grants for hospitals; grants for disaster relief activities; and grants for events taking place at the invitation of Regional Council are covered under separate policies of Regional Council.

**LEGISLATIVE AUTHORITY**

Section 107(1) of the Municipal Act:

Despite any provision of this or any other Act relating to the giving of grants or aid by a municipality, subject to section 106, a municipality may make grants, on such terms as to security and otherwise as the council considers appropriate, to any person, group or body of any kind, including a fund, within or outside the boundaries of the municipality for any purpose that council considers to be in the interest of the municipality.

**APPROVAL**

This policy was approved by Regional Council on September 24<sup>th</sup>, 2003

**1) CRITERIA**

The following criteria will be considered when reviewing requests for financial assistance for events having an economic benefit:

- events are to be one-time events or special events being held in the Region;
- objectives and values of the event are to be consistent with those of the Region;

- events are to be non religious / non–denominational;
- events should provide a quantifiable economic benefit to the region;
- sponsorship of the event by charitable or non-profit organizations which does not in-turn provide grants to other organizations;
- use of the proceeds from the event;
- planned use of financial assistance requested from the Region (assistance not provided to cover deficits);
- the appeal of the event to a broad sector of persons;
- the accessibility of the event for spectators;
- the ability of the event to bring people into the Region;
- the ability of the event to result in repeat visits by those attending;
- the ability of the event to enhance the Region’s image;
- the ability of the event to promote the Region within and beyond its boundaries;
- media coverage for the event (including television, newspaper and radio);
- how the Region’s support would be recognized;
- the heritage, cultural or recreational significance of the event;
- overlap with other Regionally funded programs (e.g. Grants to Voluntary Organizations);
- other sources of funding for the event.

It is recognized that some of the above criteria will be difficult to quantify or measure and there will need to be some reliance on the organization making the request to provide such information.

For specific requests for Transit Services or for opportunities to provide transit services in lieu of a cash grant, consideration will also be given to the ability of the event to create additional riders for Grand River Transit.

## **2) AMOUNT OF FINANCIAL / IN-KIND ASSISTANCE**

Unless otherwise approved, \$5,000 is the maximum financial assistance to be provided as either cash or services in-kind for events having an economic benefit.

In-kind assistance in the form of advertising on the Region's buses may be available subject to certain limitations. Use of exterior space for advertising is a contracted service and while the contractor has the exclusive right to handle the lease of exterior space for advertising, some advertising space may be available at discounted rates. In addition, the Region will provide some of its own exterior advertising space, if available, to a maximum of one community event per area municipality per year. The Region has some rights over the use of interior space for advertising and may provide the use of such space as an in-kind service subject to availability.

### **3) LOCAL / COMMUNITY REQUESTS FOR TRANSIT SERVICES**

Grand River Transit will accommodate "smaller" local or community requests for service or charters within the Transit budget. Generally such requests are from charitable, non-profit and community organizations linked to a fund raising campaign or community event.

In reviewing these requests, consideration will be given to the following:

- the nature of the organization as a registered local charitable or non-profit organization;
- the nature of the event as a charitable fund raiser with all funds raised donated to the local organization or a subsidized or "no fee" community event;
- the marketing value of the event;
- the extent of Regional involvement and Regional presence at the event;
- other Regional funding for the group or the event; particularly funding provided through the Grants to Voluntary Organizations program.

Grand River Transit will accommodate "smaller" local and community requests subject to the following limitations:

- for charitable fund raising events, up to 5 hours free service; services in excess of 5 hours provided at 50% of the full charter rate;
- for non-profit community events, services provided at 50% of the full charter rate for a maximum of 5 hours per event;
- existing annual subsidized services for Oktoberfest, New Years Eve and Seniors Christmas Lights Tour will continue to be provided as per previous arrangements.

**Requests for such services under Section 3 are to be provided at least 30 days in advance and the provision of services is subject to the availability of resources (including funds within the transit budget) and shall not impact on the delivery of regularly scheduled service.**

### **4) PROCESS FOR REQUESTING FINANCIAL ASSISTANCE**

- a) Requests for financial assistance for events are to be submitted to the Chief Financial Officer by March 1<sup>st</sup> in the year in which the event is to be held. Finance staff will prepare a report on the requests for consideration by the Economic Development and Promotion Committee

with recommendations going forward to Regional Council. Requests for financial assistance received after March 1<sup>st</sup> will be considered at the discretion of the Committee. In either case, requests for financial assistance must be submitted no later than 60 days prior to the event. Committee will not consider requests for financial assistance that are received after the event has occurred.

- b) Requests for transit services for local or community events (per Section 3) are to be submitted to the Director of Transit Services. Requests for services received by Grand River Transit that do not fall under Section 3 will be forwarded to the Chief Financial Officer for review by the Economic Development and Promotion Committee per Section 4 a) above.

## **5) PAYMENT OF FUNDS**

Cash grants may be provided prior to the event or at the completion of the event as recommended by the Economic Development and Promotion Committee and approved by Regional Council and payment is subject to any reporting conditions established by Regional Council.

## **6) GRANTS IN-KIND**

The awarding of a grant in-kind is subject to any conditions that Regional Council may impose such as insurance, safety of regional employees and participants in the activity and indemnification of the Regional Municipality of Waterloo.

In-kind services will be accounted for once the event has been completed and the final costs for the in-kind services are known.

## **7) USE OF FUNDS**

Any financial assistance provided by the Region of Waterloo must be used for the purposes approved by Regional Council unless subsequent approval is given by Regional Council to change the purpose of the assistance.

## **8) RECOGNITION OF THE REGION'S CONTRIBUTION**

Organizations receiving financial assistance for an event from the Region of Waterloo will recognize the Region's contribution in promotional literature prepared for the event or other agreeable advertising. Use of the Region's logo in advertising and promotional literature will be coordinated through the Region's Communications Department.

Attachment 2 - Summary Information on Five Organizations Receiving On-going Annual EDP Grant Funding

**THE REGIONAL MUNICIPALITY OF WATERLOO  
EDP GRANT APPLICATION SUMMARY\***  
**(Organizations Fostering Economic Development)**

Name of Organization	Junior Achievement (JA) of Waterloo Region
2015 Grant Requested	\$21,600
2015 Grant Approved	\$21,600
2015 Expenditure Budget	\$536,443
Request as % of Operating Budget	4.0%
Purpose of the Organization	Charitable organization bringing youth and the local business community together. Students learn about business, entrepreneurship and financial literacy from local mentors. Students develop skills that drive the local economy.
Use of the Grant	To provide business education, entrepreneurship and financial literacy programs free of charge in schools across the Region. Funds used for program materials, insurance, JA of Canada fees, volunteer recruitment, training and recognition, and staff support.
How Organization Fosters Economic Development	Helps youth learn about financial literacy and money management and prepares them to make positive contributions to the economy as adults through wise spending and investment decisions.
Economic Benefit Provided to the Region of Waterloo	Achievers earn 50% more on average; Participation impacts staying in school and enrolling in post secondary education; Achievers more likely to open their own business, spend less than they earn and are less likely to be unemployed or rely on social assistance. Return of \$45 for each \$1 spent.
Ability to Enhance the Region's Image	Startup Camp is featured in the Record, CTV News and Kitchener Citizen; JA Sales Day at Conestoga Mall; JA Trade Show at Kitchener City Hall.
Ability to Promote the Region Within	JA delegates from Waterloo Region attend JA of

and Beyond its Boundaries	Canada Conference
Area Municipalities Organization Operates in and Fosters Economic Development	All 7 Area Municipalities
Other Agencies Providing Same or Similar Services	Only organization providing continuum of programming for youth; JA has history of partnering with other local organizations
Use of Volunteers	700 volunteers and 7,630 volunteer hours per year
Ability to Become Self-Supporting for to Activities Funded by the Grant	No – funds needed to support programs in the rural areas
Assistance Received from Other Levels of Government - past 12 mos.	\$1,000 from City of Cambridge in 2015
Other Sources of Funding	Will continue to approach Trillium Foundation and KW Community Foundation. Other funding comes from service clubs, corporate sponsorships and fundraising.
How is Regional Grant Acknowledged	Region noted as a sponsor in JA Newsletter and on banner that showcases Investor's Circle donors
Link to Strategic Plan	Thriving economy

\* Information provided on 2015 Grant Application

Attachment 2 - Summary Information on Five Organizations Receiving On-going Annual EDP Grant Funding

**THE REGIONAL MUNICIPALITY OF WATERLOO  
EDP GRANT APPLICATION SUMMARY\***

**(Organizations Fostering Economic Development)**

Name of Organization	Waterloo Region Small Business Centre (SBC)
2015 Grant Requested	\$50,000
2015 Grant Approved	\$50,000
2015 Expenditure Budget	\$496,999
Request as % of Operating Budget	10%
Purpose of the Organization	Assist entrepreneurs to start up and grow small businesses in Waterloo Region by providing valuable resources in the conceptual and expansion stages. One-stop-shop for small business information, resources and guidance.
Use of the Grant	Grant contributes to the core funding for the SBC and used for regional programs and resources.
How Organization Fosters Economic Development	SBC services provide assistance and information to all industry sectors in all stages of business development, one-on-one business consultations with business owners, networking sessions for small business owners, group sessions for new Canadians and youth programs.
Economic Benefit Provided to the Region of Waterloo	Clients come from Kitchener (48%), Waterloo (18%), Cambridge (22%), Townships (12%) 460 business started in 2014 263 businesses expanded in 2014 580 jobs created in 2014 1,570 consultations in 2014 303 seminars and events in 2014
Ability to Enhance the Region's Image	Mandate to encourage and contribute to the enterprising spirit and economic development of the community where by development of new business leads to a healthier economic climate and helps ensure long term economic stability in the Region.
Ability to Promote the Region Within and Beyond its Boundaries	SBC provides services in Waterloo Region only.
Area Municipalities Organization	All 7 Area Municipalities

Operates in and Fosters Economic Development	
Other Agencies Providing Same or Similar Services	SBC provides a unique service for innovative individuals who are thinking about starting, opening or growing a business.
Use of Volunteers	178 volunteers; 2,152 volunteer hours per year
Ability to Become Self-Supporting for to Activities Funded by the Grant	No – SBC is seeking core funding from the Region and Area Municipalities and Ministry of Research and Innovation (MRI) for stable and consistent operations. Private sector sponsorships can vary from year to year.
Assistance Received from Other Levels of Government - past 12 mos.	City of Kitchener - \$196,086 (cash & in-kind) City of Waterloo - \$83,346 (cash & in-kind) City of Cambridge - \$121,300 (cash and in-kind) MRI - \$251,052
Other Sources of Funding	Private sector sponsorships, fees for workshops and events, special projects and programs, in-kind services
How is Regional Grant Acknowledged	Region recognized as a sponsor/partner on all promotional materials, website, events, programs and signage in the SBC.
Link to Strategic Plan	Thriving economy

\* Information provided on 2015 Grant Application

Attachment 2 - Summary Information on Five Organizations Receiving On-going Annual EDP Grant Funding

**THE REGIONAL MUNICIPALITY OF WATERLOO  
EDP GRANT APPLICATION SUMMARY\***  
**(Organizations Fostering Economic Development)**

Name of Organization	The Business Education Partnership of Waterloo Region (BEP)
2015 Grant Requested	\$8,000
2015 Grant Approved	\$8,000
2015 Expenditure Budget	4%
Request as % of Operating Budget	\$221,125
Purpose of the Organization	Innovative charitable organization that provides experiential career exploration programs for youth; connect students, educators and employers to promote student success and community prosperity; bridges gap between school and work for students in grades 7-12.
Use of the Grant	Funds are essential to provide overall resources to maintain and grow the BEP to meet demands and ensure continuation of programs. Funds support existing program delivery and some investment in the development of new services.
How Organization Fosters Economic Development	BEP targets youth to aid in the transition from school to work and to optimize employability skills. BEP addresses the critical gap in career education and exploration for a large number of students in the emerging work force.
Economic Benefit Provided to the Region of Waterloo	Career exploration activities target the emerging workforce and are an investment in the future prosperity of the Region. BEP programs support the broad economic prosperity of the Region.
Ability to Enhance the Region's Image	In promoting its successes, the BEP is by extension enhancing Waterloo Region's leadership image. Good news stories about BEP shared throughout the Province raise the image of the Region as a model for others to follow.
Ability to Promote the Region Within	As a recognized supporter of the BEP, Waterloo Region receives praise for career exploration

and Beyond its Boundaries	leadership and best practices. BEP leverages its partnerships with other community organizations which raises the profile for the Region.
Area Municipalities Organization Operates in and Fosters Economic Development	All 7 Area Municipalities.
Other Agencies Providing Same or Similar Services	The BEP feels its volunteers supported career exploration programs are unique. The BEP works collaboratively with several corporate, educational and not-for-profits in the region.
Use of Volunteers	640 volunteers; 2,000 volunteer hours per year
Ability to Become Self-Supporting for to Activities Funded by the Grant	Yes – the BEP anticipates being self-sufficient however it will always maintain a mix of public and private funds.
Assistance Received from Other Levels of Government - past 12 mos.	City of Cambridge - \$1,000 (2015)
Other Sources of Funding	BEP has explored Ministry, School Board, post secondary institution and corporate funding.
How is Regional Grant Acknowledged	Signage at Zoom Career and Zoom Challenge Days, mentioned as supporter on BEP Twitter account, logo on BEP website and recognition from the podium at events.
Link to Strategic Plan	Thriving economy

\* Information provided on 2015 Grant Application

Attachment 2 - Summary Information on Five Organizations Receiving On-going Annual EDP Grant Funding

**THE REGIONAL MUNICIPALITY OF WATERLOO  
EDP GRANT APPLICATION SUMMARY\***

**(Events Having an Economic Benefit to the Region)**

Name of Organization	Cambridge Highland Games
2015 Grant Requested 2015 Grant Approved	\$10,000 \$10,000
2015 Expenditure Budget	\$109,405
Request as % of Operating Budget	9%
Purpose of the Organization	To promote Scottish Heritage; to have sufficient funds to hold the Games each year; to have the best quality Games; the most satisfied patrons and the best value propositions at a Highland Games.
Use of the Grant	Grant suggests the Region is in support of the Games mission and vision which is needed to secure provincial and federal funding. Grant is used to ensure attendance grows.
Use of Proceeds from the Event	Any surplus of revenue over expense becomes part of the inclement weather reserve and available for cash flow for advancing future games.
Ability of the Event to Bring People to the Region	Over 1,500 participants travel into the area to take part as competitors, vendors, judges and participants.
Ability of the Event to Result in Repeat Visits by Attendees	Games tend to attract a following. Local survey completed in 2009 indicated that 40% plus were repeat attendees.
Ability of the Event to Enhance the Region's Image	A successful Cambridge Highland Games is extremely beneficial to the Region's image.
Ability of the Event to Promote the Region Within/Beyond its Boundaries	Pipe bands, competitors and audiences come from across the Province. A new marketing plan is intended to capture market share from Niagara and the U.S. in addition to the London to GTA market.
Heritage, Cultural or Recreational	The Highland Games is a reflection and

Significance of the Event	celebration of Scottish culture and heritage and includes 3 separate events: Athletics; Piping / Bands; and Dancing.
Appeal of Event to Broad Sector of Persons	Core followers of the Highland Games across Ontario are well entrenched. Youth events have been added and entertainment for the 16-30 market is being considered.
Area Municipalities Receiving Primary Economic Benefit	Cambridge
Economic Benefit to the Region	From 2009 survey: 46% of attendees from further than 40 kms; Just less than 50% had not been to a Highland Games; 80% of surveyed patrons came to Cambridge solely for the games; \$179,500 in estimated expenditures by non-locals
Use of Volunteers	2014: 80 volunteers; 1,500 to 1,800 volunteer hours
Ability to Become Self-Supporting through Private or Other Sources	Yes – expect to become self sufficient from Regional Assistance by 2020. Support beyond that may be crucial for provincial and federal funding.
Assistance Received from Other Levels of Government - past 12 mos.	City of Cambridge - \$15,507 Heritage Canada - \$3,750 Trillium - \$3,900
Other Sources of Funding / Fundraising	Other levels of Government, corporate community, corporate and individual memberships.
How is Regional Grant Acknowledged	Regional logo on CHG website; as a sponsor shown on dedicated board at the event, through advertisements and in flyers distributed prior to and at the Games.
Media Coverage for the Event	Pre-games planned media event, advertising in local newspapers and on local CTV news
Link to Strategic Plan	Thriving economy

\* Information provided on 2015 Grant Application

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**THE REGIONAL MUNICIPALITY OF WATERLOO  
EDP GRANT APPLICATION SUMMARY\***

**(Events Having an Economic Benefit to the Region)**

Name of Organization	K- W Oktoberfest
2015 Grant Requested	\$65,000
2015 Grant Approved	\$65,000
2015 Expenditure Budget	\$2,336,039
Request as % of Operating Budget	3%
Purpose of the Organization	Community-based Bavarian Festival that is committed to contributing to the social and economic vitality of the Region. Long term growth of the Festival will ensure the preservation of the unique German heritage while increasing national and international interest in the community.
Use of the Grant	To off-set the cost of marketing and advertising; to off-set some of the cost of the Oktoberfest parade; to assist with the "Take A Bus On Us" Program.
Use of Proceeds from the Event	All proceeds from participants, visitors etc. accrue to the various partners of the festival, Festhall operators, event organizers and not-for-profit charitable organizations. K-W Oktoberfest Inc. does not receive proceeds.
Ability of the Event to Bring People to the Region	Consistently rates as one of the top "trip motivators" in the Province and a "Top 100 Festival" by Festivals and Events Ontario. Named 3 times as the American Bus Association's Top 100 Festivals.
Ability of the Event to Result in Repeat Visits by Attendees	Participants number about 700,000 per year. Statistics from 2009 indicated that 48% of ticket purchases were made by attendees that had attended up to 5 times demonstrating a high visitor retention rate.

Ability of the Event to Enhance the Region's Image	Visitor attendance at more than one activity, televising of the Oktoberfest parade and initiatives such as Passport to Success assist in enhancing the Region's image. The President's Invitational Lunch demonstrates to corporate leaders from both inside and outside the Region the economic and social vitality within the Region.
Ability of the Event to Promote the Region Within/Beyond its Boundaries	KW Oktoberfest markets itself through a full range of media in the Region and London, Hamilton, Guelph, Niagara Peninsula and the GTA. Lure brochure distributed throughout Ontario and featured listing in the Festival and Events in Ontario Guide. Televised Oktoberfest Parade and memberships with the Waterloo Region Tourism Marketing Corporation, Festival & Events Ontario and other Associations.
Heritage, Cultural or Recreational Significance of the Event	The very nature of the Festival describes the cultural significance of the event. The Vision and Mission of the Festival (see Purpose noted above) further describe the history, future focus and cultural heritage of the Festival.
Appeal of Event to Broad Sector of Persons	The diversity of the number of events and locations appeal to all demographics of spectators - young, elderly, male, female, multi-generational family and those with disabilities.
Area Municipalities Receiving Primary Economic Benefit	All 7 Area Municipalities.
Economic Benefit to the Region	\$35.4 million new spending in the Region \$20.4 million direct economic impact in the Region \$11.0 million to "front-line" businesses \$5.0 million of indirect economic impact \$1.3 million to salaries and wages (equal comparison to 733 full time jobs)
Use of Volunteers	Approximately 500 year round and 1300 "day of" volunteers; total volunteer hours in excess of 18,000
Ability to Become Self-Supporting through Private or Other Sources	Yes – corporate sponsorships are constantly being sought. Goal is to have sufficient number of sponsors to cover all costs. Reality is that from year to year can never be certain whether or not success is assured.
Assistance Received from Other	Heritage Canada - \$198,500 pending at time of

Levels of Government - past 12 mos.	application in spring 2015.
Other Sources of Funding / Fundraising	Corporate sponsorships, design and sale of souvenirs, fundraising initiatives, casino location during Festival, accreditation fees, ticketed events, registration fees, and new initiatives.
How is Regional Grant Acknowledged	Co-sponsorship of the Oktoberfest Parade Co-sponsorship of the "Take A Bus On Us" Program
Media Coverage for the Event	All local media, both print and electronic, are involved in the Festival. Parade is covered by CTV; Parade sponsors are guaranteed recognition for their participation and scripted into the on-air commentary. Oktoberfest initiates media tours and hosts a Media Night.
Link to Strategic Plan	Thriving economy

\* Information provided on 2015 Grant Application

December 16, 2015

Report: COR-TRY-15-117

Attachment 3 - History of Approved Annual On-going and One-time Grants 2006-2015										
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Budget for EDP Grants	\$100,000	\$100,000	\$118,000	\$141,000	\$145,000	\$149,400	\$154,000	\$154,000	\$154,000	\$154,000
<b>On-going / Annual Grants</b>										
Business Education Partnership of Waterloo Region	\$5,000	\$5,150	\$6,000	\$7,500	\$7,500	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Junior Achievement of Waterloo Region	15,000	15,450	17,500	20,000	21,500	21,500	21,600	21,600	21,600	21,600
Waterloo Region Small Business Centre	45,000	46,350	48,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Cambridge Highland Games	5,000	5,000	5,200	5,400	5,600	5,800	10,000	10,000	10,000	10,000
K-W Oktoberfest	25,000	41,200	45,000	55,000	60,000	65,000	65,000	65,000	65,000	65,000
Waterloo County Quilt Festival	5,000	5,000								
<b>Total Annual Grants</b>	<b>\$95,000</b>	<b>\$118,150</b>	<b>\$121,700</b>	<b>\$137,900</b>	<b>\$144,600</b>	<b>\$150,300</b>	<b>\$154,600</b>	<b>\$154,600</b>	<b>\$154,600</b>	<b>\$154,600</b>
<b>One-time Grants</b>										
2006 - KW Oktoberfest - Take a Bus	\$15,000									
2007- Nat. Women's Hockey Championship Transit		5000								
2008 Memorial Cup			5,000							
2008 RCMP Musical Ride			5,000							
Manufacturing Innovation Network			25,000			15,000				
Magnetic North Theatre Festival				40,000	35,000					
2012 Plowing Match						150,000				
Blind Bowls Association of Canada						1,200				
International Association of Administrative Professionals *							5,000			
Art Gallery Collaborative Marketing Initiative							30,000			
Grand Valley Woodcarvers **									2,000	
For Hungarians in Canada Association Festival **									3,000	
Kitchener Blues Festival **									5,000	5,000
<b>Total One-time Grants</b>	<b>\$15,000</b>	<b>\$5,000</b>	<b>\$35,000</b>	<b>\$40,000</b>	<b>\$35,000</b>	<b>\$166,200</b>	<b>\$35,000</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$5,000</b>
<b>Grand Total</b>	<b>\$110,000</b>	<b>\$123,150</b>	<b>\$156,700</b>	<b>\$177,900</b>	<b>\$179,600</b>	<b>\$316,500</b>	<b>\$189,600</b>	<b>\$154,600</b>	<b>\$164,600</b>	<b>\$159,600</b>
* Approved in 2011; paid from 2012 EDP budget      ** 2014 funded from the Float Refurbishment Reserve / 2015 funded from overall EDP budget										
										1966910

Attachment 4 - Summary of Options for Economic Development and Promotion Grants

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	<b>Status Quo – Leave Grant Program As Is</b>	<b>Develop a New, Fully Open Process</b>	<b>Discontinue EDP Grants</b>	<b>Transfer EDP grants to Ec. Dev. program area</b>
Application Process	Applications sent to previous recipients of ongoing grants	Applications required; Application form would likely be revised	Not applicable	Program area could determine application process
	May be considered	Yes	Not applicable	Program area decision
Approval Process	EDP Committee then Council	Would need to be determined / developed	Not applicable	Through annual budget approval
Policy	Current policy for events having financial benefit; No policy for organizations fostering economic development; No policy for festivals	Policy would need to be revised	Not applicable	N/A
Reporting by Recipients	Not required	Recommended; reporting requirements would have to be developed	Not applicable	Determined by program area; some reporting including financial statements could be required
Perception of Process	“unfair”	Likely perceived as fair and open	Not applicable	Could depend on program area process
Budget Funds	\$154,000	Requests would likely far exceed the \$154,000	Not required; \$154,000 for other uses incl. Ec. Dev.	\$154,000; possibly less depending on the approved recipients
Focus on Economic Development	Some focus on Ec. Dev.	Opportunity to fully focus on Economic Development	Not applicable	Potential to focus on Economic Development
Info on Region Website	No information currently on website	Yes – to be open, transparent and fair	Not applicable	Not required
Other Comments	Organizations could receive on-going funding when maturing, building equity and profitability.	Significant project. Expect applications would exceed budget. Ability to phase out funding for maturing organizations.	Current EDP grants to be phased-out and notice given to the groups and the Area Municipalities.	Need to determine if all current on-going EDP grants would continue. Ability to phase out funding for maturing organizations.