Regional Municipality of Waterloo
Economic Development Committee
Minutes

Wednesday, June 15, 2016
11:30 a.m.
Room 110
150 Frederick Street, Kitchener

Present were: Chair H. Jowett, D. Craig, D. Jaworsky*, G. Lorentz, J. Nowak, K. Seiling* and B. Vrbanovic*

Absent: S. Strickland

Declarations of Pecuniary Interest Under “The Municipal Conflict of Interest Act”
None declared

Introductory Remarks

Rob Horne, Commissioner, Planning, Development and Legislative Services, provided introductory remarks. He commented on the progress made in the past year and a half including a more integrated and business-supported model; the business development process review with more robust metrics and clear language; the framework for delegation and the complex provincial regulations. He added that Cambridge Council approved requesting delegation of authority at their Council meeting last night and that staff will be working together. He noted that the differences in how the province has delegated authority will be highlighted in the planned presentation.

* B. Vrbanovic joined the meeting at 11:47 a.m.
Economic Development Updates

Matthew Chandy, Manager, Office of Regional Economic Development (ORED) and Michelle Sergi, Director, Community Planning, provided a presentation to the Committee; a copy is appended to the original minutes.

M. Chandy highlighted the key areas for ORED per the Corporate Strategic Plan and the prioritized roles and responsibilities for the Waterloo Region Economic Development Corporation (WREDC), ORED and Area Municipalities (AM). He summarized the 2016 ORED action items with timelines: a comprehensive database that will be created and updated annually; the Economic Development Services planned, including a rapid response team; Communications, including a new web portal and marketing materials; the creation of a business development plan for the airport; and, a business process review with performance measurements and targets.

He responded to Committee questions about the development of sector profiles and suggestions were made by members to also include AgriFood/Food Processing and the Service sectors. He also responded to an inquiry about the level of communications between AM Economic Development offices and WREDC, noting that the work plan was created in cooperation with the AMs and that it was agreed that a central point is needed in the Region.

Mike Murray, Chief Administrative Officer, added that the Regional mantra is: how can we play a helpful role in supporting other local economic development offices.

In response to Committee questions about the new portal, staff advised that the new portal will replace AM economic development sites and that efforts will be made to avoid duplicating information available on the WREDC website. A suggestion was made that AMs should have access and the ability to update portal pages that are relevant to their municipalities.

* K. Seiling left the meeting at 12:04 p.m.

M. Murray stated that plans are evolving with the intention of moving from a single point of contact to ‘no wrong door’. In response to a Committee question about the plans to characterize the Region, he said that the work done by all CAOs to create a region-wide economic development body was intended to send a message that we are a Regional entity. He added that all CAOs are collectively promoting the Region as an innovation corridor rather than a technology corridor, which takes Cambridge and the Townships into account.

* K. Seiling returned to the meeting 12:10 p.m.

The Committee discussed the unique branding issues of the Region. R. Horne stated that marketing tools (i.e. brochures) are necessary to share current developments and
accomplishments with prospective investors who aren’t familiar with what the Region has to offer.

M. Chandy concluded his presentation by outlining the plans to work with the airport to develop a business plan; investigate opportunities for new passenger air service and routes; and, to work with existing and future tenants who may be pursuing land development opportunities. He added that as part of the Business Process Review, staff will review the development application process; seek out incentive programs, set performance targets, and investigate ways to modernize some of the processes, including how fees are accepted.

In response to a Committee question about Regional initiatives to support current local businesses, M. Murray said that this is one of the primary roles for the AMs and they’ve expressed their desire to play that role; the Region doesn’t want to interfere with how local businesses are supported. M. Chandy added that AM Economic Development officers work together and have meetings planned.

H. Jowett expressed the need for the Committee to meet more often given the number of questions the Committee has during this growth stage of the ORED; M. Murray agreed and advised that Tony LaMantia, Chief Executive Officer, WREDC, will attend the next meeting planned in the fall.

M. Sergi continued the presentation with information about the Business Process Review, including the various elements involved in the review; the need to offer the most effective tools; and, details about the relationships with AMs and others, as well as stakeholders. She summarized the processes: Delegation Approval Authority, Application and Development Review process, and Brownfield developments. She highlighted the Regional role in terms of corporate interest and as a delegate of the province, per the Memorandum Of Understanding with the province, and outlined who does what with regards to development approvals.

R. Horne and M. Murray advised that the province doesn’t allow the transfer of responsibility for the approval of Official Plans (OP) and/or Official Plan Amendments (OPAs). It’s outside the Region’s jurisdiction to transfer responsibility for OP/OPA approvals to the AMs; a change at the provincial level would be required before the delegation of authority for OP/OPAs could be delegated to AMs. R. Horne added that the framework was distributed to AMs but that he hasn’t received any calls with concerns.

M. Sergi stated that staff have received delegation of development approvals requests from Cambridge and Wellesley Township. She highlighted data from the current review of applications on file, noting that the Region deals with approximately 20,000 units on a regular basis. Staff will review the tasks involved in the development reviews and will work with developments for samples to make the system better, using the LEAN.
method. She commented on the need for performance metrics for the purpose of setting goals and reviewing the outcomes. The process to create these metrics will be multi-phased and there will be a review at the end of 2016 for completion by 2017. She added that external factors have an impact on Regional processes and can cause delays, such as changes to provincial legislation. R. Horne noted that even with delays there is still the need for performance targets to set the foundation for clear expectations. In response to a Committee question, staff confirmed that a report will be prepared for September regarding Ontario Municipal Board (OMB) changes and the impact on the Region.

M. Sergi provided an overview of the Corridor Metrics and the research being done by staff at the University of Waterloo regarding causal relationships within the transit corridor. Staff will be looking at investment strategies in the corridors, in terms of incentives, as well as the gaps and how to improve the strategy. R. Horne added that while the professors are leaving the project, the team is being rebuilt and reports will come back to the Committee.

The Committee commented on the business development in the ION corridor and the need for greater incentives to create jobs, rather than build condominiums, as well as the need to promote both the ION and the transit corridors, specifically to promote the connectivity of the ION corridor.

* D. Jaworsky left the meeting at 12:57 p.m.

Other Business

a) Update on Delegation – Americas Competitiveness Exchange

M. Chandy gave an overview of the federally-hosted event and stated that delegations will be visiting the Region for about two (2) days in September. Additionally, senior government officials, including the federal minister, will be attending. M. Chandy will assist in coordinating the local visit and he’ll provide updates to the Committee. He responded to a Committee question about potential visit sites, although not confirmed.

Next Meeting

Fall 2016; date to be determined

Adjourn

The meeting adjourned at 12:58 p.m.

Committee Chair, H. Jowett

Committee Clerk, S. Natolochny

2154511
Strategic Priorities for the

Office of Regional Economic Development and Community Planning

June 15, 2016 – Economic Development Committee
CONTEXT

• Direction from the Corporate Strategic Plan and Waterloo Region Economic Development Strategy (WREDS)
  ✓ 11 actions (ORED Lead/Co-Lead)
  ✓ 16 actions (ORED Supporting)

• ORED Work Plan developed based on collaborative effort with Waterloo Region Economic Development Corporation (WREDC) and area municipalities
## Economic Development - Roles & Responsibilities

<table>
<thead>
<tr>
<th>WREDC</th>
<th>Office of Reg. Econ Development</th>
<th>Area Municipalities</th>
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<tbody>
<tr>
<td>Creating a track record of clear FDI and local expansion wins in Waterloo Region</td>
<td>Creation of Economic Development Data</td>
<td>Marketing of Area Municipality</td>
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<tr>
<td>Aligning economic development efforts to build best-in-class concierge service for investment attraction</td>
<td>Economic Development Services within Region of Waterloo (e.g. support to large infrastructure projects, rapid response team, providing support to WREDC)</td>
<td>Business Retention, Expansion , and attraction in collaboration with WREDC</td>
</tr>
<tr>
<td>Creating an inventory of Investment/Shovel Ready Sites</td>
<td>Profiling Regional accomplishments and initiatives</td>
<td>Operation of Waterloo Region Small Business Centres</td>
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<td>Developing unifying Marketing Plan – &quot;One Brand&quot;</td>
<td>Business development at Region of Waterloo International Airport</td>
<td>Coordinating municipal services to support economic development</td>
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<td>Business Process Review and Implementation of Performance Measures at Region of Waterloo</td>
<td>Ensure a supply of redevelopment, intensification, and greenfield commercial and industrial opportunities</td>
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2016 ORED Action Items
Economic Development Data

- Development of sector profiles [Q1 – 2017]:
  - ✔ Manufacturing
  - ✔ ICT
  - ✔ Financial Services
  - ✔ Health & Life Sciences

- Creation of annual Region of Waterloo economic development profile [Q1 – 2017]

- Annual update on Investment in Corridor – Report to Council [Q4 – 2016]
Economic Development Services

• Support to WREDC (e.g. Delegations, Investment Opportunities, Toronto-WR Innovation Corridor) [Ongoing]

• Creation of rapid response team - investment opportunities/complex development projects [Q3 – 2016]

• Support for Region led infrastructure projects – Federal and Provincial funding [Ongoing]

• Monitoring of WREDS – annual progress update [Q1 – 2017]
Economic Development Communications

• Development of a new economic development web Portal [Q4 – 2016]

• Development of economic development materials profiling the Region’s accomplishments [Q4 – 2016]
ROWIA – Business Development

• Development of Business Plan as part of 2016 Master Plan process [Q4 – 2016]

• New passenger air service and route development [Ongoing]

• Working with existing and future tenants (e.g. business retention & expansion) [Ongoing]

• Pursuing land development opportunities (e.g. East Side Lands, aviation related businesses) [Ongoing]
Business Process Review (Community Planning to Lead)

• Review of development applications process [Q4 – 2016]

• Review of incentive program application process [Q4 – 2016]

• Development of performance targets [2017]

• Modernization of processes (e.g. e-payments) [2017]
Business Process Review
Business Process Review

Our People
Our Partners
Our Stakeholders

Our Processes

External Factors
Our People

• Culture
• Resourcing
• Expertise

Our Partners

• Relationship with Area Municipalities
• GRCA
• Process that is collaborative and responsive
Our Stakeholders

- Expectations
- Prioritization
- Customer Service

- Recognizing different client groups
- Customers require excellent service
Our Processes

• Delegated Approval Authority

• Review and Improvement of Application and Development Review Process

• Brownfield Incentive Program Review
Our Processes

Regulatory Complexity/ Regional Role

Regional Corporate Interest
• Primary role is to comment on all development proposals from a Regional perspective including Regional water supply, Regional Roads, wastewater treatment and the Waterloo International Airport

Region as Delegate of the Province
• Comment on behalf of five Provincial Ministries as set out in a Memorandum of Understanding with the Province (MMAH, MOECC, MNR, OMAFRA, MTCS)

Region as Approval Authority
• Ensure provisions of Planning Act and other legislation are appropriately addressed through development approvals process
## Development Approvals

<table>
<thead>
<tr>
<th>Region</th>
<th>Area Municipalities</th>
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<tbody>
<tr>
<td>Official Plans</td>
<td>Comprehensive Zoning By-laws</td>
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<tr>
<td>Official Plan Amendments</td>
<td>Zoning By-law Amendments</td>
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<tr>
<td>Draft Plan of Subdivision</td>
<td>Consents to Sever Land</td>
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<tr>
<td>Draft Plan of Condominium</td>
<td>Minor Variances</td>
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<tr>
<td>Part Lot Control</td>
<td>Site Plans</td>
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<td></td>
<td>Building Permits</td>
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Delegated Approval

Regional Report – February 23, 2016

- Part Lot Control, Plans of Subdivision, Plans of Condominium, Consents

- Conditions for delegation
  - Professional resources, Official Plans in conformity with Regional Official Plan, up to date comprehensive zoning by-law, all regional and provincial interests addressed, appropriate notice procedures, annual reporting of delegated activities, review every five years, Administrative agreement.
Delegated Approval

Council Resolution:

That the Regional Municipality of Waterloo advise the Area Municipalities that the Region will consider the delegation of additional Planning Act approval authority upon the receipt of formal requests from an Area Municipal Council, in accordance with the terms and conditions approved by Regional Council, as described in Report PDL-16-01, dated February 23, 2016;

And That Regional staff report back with delegation requests made by Area Municipalities for formal consideration by Regional Council.
Pending (2011 – 2016)
Plans of Subdivisions and Condos
Pending
Total Units (max.)
Development Review

• Process Mapping/ Business Process Review
  • Draft Plan of Subdivision
  • Draft Plan of Condominium
  • Official Plan amendments
  • Access Permits

• Establishing of performance targets for application review process
  – Tracking/Monitoring

• Develop and monitor of metrics specific to the Corridor

• Multi-phased approach
  • Check-in end of 2016
  • Completion 2017
External Factors

• What do we have under our control vs. what is outside of our control that adds to delays

• Provincial/ Agency review of applications (e.g., MOE, MTO, etc.)
**Corridor Metrics**

- 16 indicators used to monitor growth, density, and vibrancy in the corridor

<table>
<thead>
<tr>
<th>Transit Ridership</th>
<th>Walkability</th>
<th>Restaurants</th>
<th>Emissions</th>
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<tbody>
<tr>
<td>Active Transportation</td>
<td>Land Use Mix</td>
<td>Heritage Resource Retention</td>
<td>Perception of Safety</td>
</tr>
<tr>
<td>Daily Transit Activity</td>
<td>Population</td>
<td>Building Activity</td>
<td>Calls for Service</td>
</tr>
<tr>
<td>Transit Mode Share</td>
<td>Cultural Vibrancy</td>
<td>Assessment Value</td>
<td>Home Ownership Affordability</td>
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- Annual update on growth in Corridor – Report to Council [Q4 – 2016]
Questions?