



**TOWNSHIP OF WILMOT
COUNCIL MEETING AGENDA
MONDAY, FEBRUARY 9, 2015**

**REGULAR COUNCIL MEETING
COUNCIL CHAMBERS
7:00 P.M.**

- 1. MOTION TO CONVENE INTO CLOSED SESSION (IF NECESSARY)**
- 2. MOTION TO RECONVENE IN OPEN SESSION**
- 3. MOMENT OF SILENCE**
- 4. ADDITIONS TO THE AGENDA**
- 5. DISCLOSURE OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT**

6. MINUTES OF PREVIOUS MEETINGS

- 6.1 Council Meeting Minutes January 12, 2015**

Recommendation

THAT the minutes of the following meeting be adopted as presented:

Council Meeting January 12, 2015.

7. PUBLIC MEETINGS

8. PRESENTATIONS/DELEGATIONS

- 8.1 Bob Henderson, Manager, Transportation Engineering, Region of Waterloo
Operational Review of the Westbound Channelized Right Turn Lane at the Intersection
of Bridge Street and Queen Street**

Registered Delegations

**Grant Poll, Poll Transporting
Paul Darkes, New Dundee Board of Trade**

9. REPORTS**9.1 CAO****9.1.1 REPORT NO. CAO 2015-01
Strengthening Our Economy
Waterloo Region Economic Development Implementation Update****Recommendation**

THAT the Township of Wilmot takes the following actions regarding Economic Development in Waterloo Region:

- 1. THAT the first Waterloo Regional Economic Development Strategy dated December 2014, in partnership with all Area Municipalities and the Region as described in Report No. CAO 2015-01 be approved;**
- 2. THAT staff implement and promote the Waterloo Regional Economic Development Strategy in support of existing economic prosperity and as a means of attracting new investment;**
- 3. THAT the framework and financial model for a new Waterloo Region Economic Development Corporation as described in Report No CAO 2015-01 be supported, subject to the execution of an economic development partnership agreement; and,**
- 4. THAT the CAO be authorized to enter into agreements as necessary to implement the Waterloo Region Economic Development Corporation, with such agreements to be satisfactory to the Township Solicitor.**

9.2 CLERKS – no reports**9.3 FINANCE****9.3.1 REPORT NO. FIN 2015-12
2015 Municipal Budget****Recommendation**

THAT the 2015 Municipal Budget dated February 2, 2015, as recommended by the Ad Hoc Budget Advisory Committee, be approved; and

THAT the Director of Finance be authorized to prepare the necessary levying by-law to raise \$7,022,020 for Township purposes from general taxation.

9.4 PUBLIC WORKS**9.4.1 REPORT NO. PW-2015-01
Public Works Activity Report
October - December****Recommendation**

THAT the Public Works Department Activity Reports for the months of October, November and December 2014 be received for information.

9.5 DEVELOPMENT SERVICES**9.5.1 REPORT NO. DS 2015-05
Release of Agreement – 13 Alderside Drive****Recommendation**

THAT the Township release Agreement 705844 between the Township of Wilmot and the owners of 13 Alderside Drive from the title of Lot 16, Plan 1462 (PIN 22207-0049) subject to the following conditions:

- 1. THAT the applicant be responsible for all costs related to the preparation and registration of the release by the Township; or,**
- 2. THAT the applicant prepare and register the release of the agreement at no cost to the Township of Wilmot.**

**9.5.2 REPORT NO. DS 2015-06
2014 Building Statistics Summary****Recommendation**

THAT the 2014 Building Statistics Summary be received for information.

9.6 FACILITIES AND RECREATION SERVICES**9.6.1 REPORT NO. PRD 2015-01
Facilities & Recreation Services Quarterly Activity Reports****Recommendation**

THAT the Facilities & Recreation Services Activity Reports for the fourth quarter of 2014 be received for information.

9.7 FIRE**9.7.1 REPORT NO. FI 2015-01
Quarterly Activity Report****Recommendation**

THAT the Fire Department Activity Report for the fourth quarter of 2014 be received for information purposes.

9.8 CASTLE KILBRIDE

**9.8.1 REPORT NO. CK2015-02
Quarterly Activity Report – October, November & December 2014**

Recommendation

THAT the Castle Kilbride Activity Report for the months of October, November & December 2014 be accepted for information purposes.

10. CORRESPONDENCE

10.1 Grand River Conservation Authority – GRCA Actions, November/December 2014

Recommendation

THAT Correspondence Item 10.1 be received for information.

11. BY-LAWS

11.1 By-law No. 2015-10 To Establish Water and Waste Water Fees

Recommendation

THAT By-law No. 2015-10 be read a first, second and third time and finally passed in Open Council.

12. NOTICE OF MOTIONS

13. QUESTIONS/NEW BUSINESS/ANNOUNCEMENTS

14. BUSINESS ARISING FROM CLOSED SESSION

15. CONFIRMATORY BY-LAW

15.1 By-law No. 2015-011

Recommendation

THAT By-law No. 2015-011 to Confirm the Proceedings of Council at its Meeting held on February 9, 2015 be introduced, read a first, second, and third time and finally passed in Open Council.

16. ADJOURNMENT

Recommendation

THAT we do now adjourn to meet again at the call of the Mayor.



**TOWNSHIP OF WILMOT
COUNCIL MEETING MINUTES
MONDAY, JANUARY 12, 2015**

**AD HOC BUDGET ADVISORY COMMITTEE
WILMOT COMMUNITY ROOM
5:30 P.M.**

**CLOSED COUNCIL MEETING
WILMOT COMMUNITY ROOM
IMMEDIATELY FOLLOWING AD HOC BUDGET ADVISORY COMMITTEE MEETING**

**REGULAR COUNCIL MEETING
COUNCIL CHAMBERS
7:00 P.M.**

**Members Present: Mayor L. Armstrong, Councillors A. Junker, P. Roe, B. Fisher, J. Gerber,
M. Murray**

**Staff Present: Chief Administrative Officer G. Whittington, Director of Clerk's Services
B. McLeod, Deputy Clerk D. Mittelholtz, Director of Public Works G. Charbonneau,
Director of Facilities and Recreation Services S. Nancekivell, Director of
Development Services H. O'Krafka, Fire Chief M. Raine, Director of Finance R. Tse,
Curator/Director of Castle Kilbride T. Loch, Planner/EDO A. Martin**

- 1. MOTION TO CONVENE INTO CLOSED SESSION**
- 2. MOTION TO RECONVENE IN OPEN SESSION**
- 3. MOMENT OF SILENCE**
- 4. ADDITIONS TO THE AGENDA**
- 5. DISCLOSURE OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST
ACT**

Councillor B. Fisher disclosed a conflict with regards to item 7.1 as he is a tenant of Nith River Campground.

6. MINUTES OF PREVIOUS MEETINGS

6.1 Inaugural Council Meeting Minutes December 1, 2014

Resolution No. 2015-001

Moved by: A. Junker

Seconded by: M. Murray

THAT the minutes of the following meeting be adopted as presented:

Inaugural Council Meeting December 1, 2014.**CARRIED.****7. PUBLIC MEETINGS**

- 7.1 REPORT NO. DS 2015-03
 Zone Change Application 01/15
 Nith River Campground / Stantec
 Part of Lot 22 and 23, Concession North of Snyder's Road
 4417 Wilmot-Easthope Road**

Resolution No. 2015-002**Moved by: M. Murray****Seconded by: P. Roe**

THAT Zone Change Application 01/15 made by Nith River Campground / Stantec, affecting Part of Lot 22 and 23, Concession North of Snyder's Road, to extend a temporary use by-law allowing a garden suite for an additional three years, be approved.

CARRIED.

Councillor B. Fisher disclosed a conflict of interest and did not take part in the discussion and subsequent voting thereof.

Mayor Armstrong declared the public meeting open and stated that Council would hear all interested parties who wished to speak. He indicated that if the decision of Council is appealed to the Ontario Municipal Board, the Board has the power to dismiss an appeal if individuals do not speak at the public meeting or make written submissions before the by-law is passed.

Mayor Armstrong stated that persons attending as delegations at this meeting are required to leave their names and addresses which will become part of the public record and advised that this information may be posted on the Township's official website.

The Planner/EDO highlighted the report.

Mayor L. Armstrong asked if there were questions of a technical nature from Council. There were none.

Mayor Armstrong asked if the applicant wished to address Council.

Sarah Copland from Stantec advised Council that she was attending to represent the applicant and that she was available to answer questions of Council.

Mayor L. Armstrong asked if there were any questions from Council. There were none.

Mayor Armstrong asked if anyone else wished to address Council.

Mayor L. Armstrong asked twice if anyone else wished to address Council, and in the absence of any comments, declared the public meeting to be closed.

- 7.2 REPORT NO. DS 2015-04**
Official Plan Amendment Application 01/15
Zone Change Application 02/15
Wayne Brubacher / David and Lina Caputo
Part of Lot 2, Concession 3, Block B
Parts 26 and 27, Plan 58R-3682
13-1228 Berlett's Road, Sunfish Lake

Resolution No. 2015-003

Moved by: P. Roe

Seconded by: A. Junker

THAT report DS 2015-04 be received for information.

CARRIED.

Mayor Armstrong declared the public meeting open and stated that Council would hear all interested parties who wished to speak. He indicated that if the decision of Council is appealed to the Ontario Municipal Board, the Board has the power to dismiss an appeal if individuals do not speak at the public meeting or make written submissions before the by-law is passed.

Mayor Armstrong stated that persons attending as delegations at this meeting are required to leave their names and addresses which will become part of the public record and advised that this information may be posted on the Township's official website.

The Planner/EDO highlighted the report and the additions to the Agenda received concerning the report.

Mayor L. Armstrong asked if there were questions of a technical nature from Council. There were none.

Mayor Armstrong asked if the applicant wished to address Council.

Wayne Brubacher from WDB Consulting advised Council that he was attending to represent the applicants and that he was available to answer any questions of Council.

Mayor L. Armstrong asked if there were any questions from Council. There were none.

Mayor Armstrong asked if anyone else wished to address Council.

Mayor L. Armstrong asked twice if anyone else wished to address Council, and in the absence of any comments, declared the public meeting to be closed.

8. PRESENTATIONS/DELEGATIONS

- 8.1 Heritage Wilmot Advisory Committee**
Register of Non-Designated Properties

- 8.1.1 REPORT NO. CK 2015-01**
Updated Heritage Register of Non-Designated Properties within
the Township of Wilmot

Resolution No. 2015-004

Moved by: M. Murray

Seconded by: A. Junker

THAT the updated Register of Non-Designated Properties for the Township of Wilmot dated January 12, 2015 as submitted on behalf of the Heritage Wilmot Advisory Committee, be adopted.

CARRIED.

Chairman Mr. Bogaert introduced himself along with committee member Ms. Rowell as members of the Heritage Wilmot Advisory Committee. He highlighted the mandate of the Committee and the Committee's role with regards to the Register of Non-Designated Properties. He advised Council as to why properties are included in the Register and provided current examples of properties that are on the Register.

Ms. Rowell provided Council with a description of the three new properties recommended by the Committee for Council's approval to be added to the Register. They included: the Shearer Property/"Prospect Farm," Grace Mennonite Church and the Former Livingston Flax Mill/Linseed Oil Company which is now Baden Feed and Supply.

Mr. Bogaert concluded the presentation by highlighting the future steps for the Committee with regards to the Register.

In response to Councillor B. Fisher, Mr. Bogaert described the process for designation. He noted that the Committee would collectively discuss and identify a particular property worthy of designation, which would then begin the process with a staff report and recommendation for Council consideration.

Councillor A. Junker thanked the members of the Committee for attending and commended the entire Committee on their efforts. He expressed his appreciation for the inclusion of the Livingston Mill property on the Register which had been noted by Parks Canada at the time of designating the Castle Kilbride property as being an impressive property.

The Curator/Director of Castle Kilbride highlighted the report.

Councillor P. Roe commended the work completed by Ms. Rowell, Mr. Bogaert and the Curator/Director with regards to the Committee.

8.2 Aaron Michael Fewkes Council Committee Appointment

Mr. Fewkes highlighted the emails contained within his presentation including the questions he is asking of Council at this meeting relative to the process of appointing members to Advisory and Quasi-Judicial Committees. In Mr. Fewkes opinion he stated that the appointment process does not uphold the principles of accountability and transparency.

In response to Mr. Fewkes, Mayor L. Armstrong advised that the process for appointments is that the Township receives the names of interested applicants which are then considered by the Mayor. Where an applicant is unknown by the Mayor and staff, additional information is requested as to the applicant's experience and interest in sitting on the Committee. The Mayor may discuss the applicant's qualifications with the staff liaison for the Committee. He advised that the feedback received from staff is kept confidential much like a hiring process for employment. Following the Mayor's decision as to the applicants to recommend for appointment, the Director of Clerk's Services prepares a report with the Mayor's recommendations. The recommendations are then considered and decided upon via resolution by Council.

With regards to Mr. Fewkes' comments on the timeline for the appointment process in relation to the election of Members of Council and number of incumbents, Mayor L. Armstrong noted that the process would occur during the transition period between Councils and during Council orientation regardless of the number of incumbent members.

Mr. Fewkes suggested a discrepancy between comments made with regards to appointment decisions being made by Council yet staff is being consulted for feedback on applicants and is the writer of the report making the recommendations. Mayor L. Armstrong advised Mr. Fewkes that staff is employed by the Township as experts in their field and that part of their job is to provide advice to the Mayor and Council, but, as is the case with all matters, Council makes the final decision and may amend the recommendations contained within any report before passing the resolution. Mayor L. Armstrong concurred that staff prepares the report but that the recommendation for appointments comes directly from the Mayor.

Mr. Fewkes questioned the appropriateness of consulting with staff for the appointment of committee members. Mayor L. Armstrong strongly expressed his endorsement of the process as a practice that is used in other local municipalities and has been used in Wilmot for several years. Mayor L. Armstrong stated that as is the case with any appointment or hiring, a chance is taken on the applicant that their experience and abilities would be of benefit to the organization.

9. REPORTS

9.1 CAO – no reports

9.2 CLERKS

9.2.1 REPORT NO. CL 2015-01 Accessibility Initiatives/Actions Undertaken for the 2014 Municipal Election

Resolution No. 2015-005

Moved by: M. Murray

Seconded by: J. Gerber

THAT Report No. CL2015-01, prepared by the Director of Clerk's Services regarding Accessibility Initiatives/Actions for the 2014 Municipal Election, be received for information purposes.

CARRIED.

The Director of Clerk's Services highlighted the report.

Councillor A. Junker concurred with item G on the report by noting that the magnifying screens were not effective and that other options should be considered. The Director advised that due consideration will be given to this concern for the 2018 Municipal Election.

9.2.2 REPORT NO. CL 2015-02 Lease of Agricultural Lands Known as 28 Smith's Creek Drive Part of Parts 1-5, Block 77, Plan 58M-495

Resolution No. 2015-006

Moved by: A. Junker

Seconded by: M. Murray

THAT the Mayor and Clerk be authorized to enter into an agreement with Stoney Brook Farm Ltd., (attached as Schedule "A" to Report CL2015-02) for the lease of 35 acres of municipally owned

lands known as 28 Smith's Creek Drive, Part of Block 77, Plan 58M-495, for a total amount of \$13,125.00 plus HST, and further;

THAT the term of the contract be for a five (5) year period, effective January 1, 2015 through to December 31, 2019.

CARRIED.

The Director of Clerk's Services highlighted the report.

- 9.2.3 REPORT NO. CL 2015-03
Petition from Dietmar Walch / Alpine Plant Foods Corporation
for Municipal Drainage Works
Concession South of Snyder's Road Part Lot 19
RP58R13951 Parts 2 to 4, 7 and 8
Nafziger Road, Baden
Township of Wilmot

Resolution No. 2015-007

Moved by: B. Fisher

Seconded by: M. Murray

THAT the Township of Wilmot accept the Petition for Municipal Drainage Works received from Dietmar Walch for Alpine Plant Foods Corporation, Nafziger Road, Baden, Concession South of Snyder's Road Part Lot 19 RP58R13951 Parts 2 to 4, 7 and 8, and

THAT the Clerk be authorized to proceed accordingly under The Drainage Act.

CARRIED.

9.3 FINANCE

- 9.3.1 REPORT NO. FIN 2015-01
Expense Allowance for Elected Municipal Officials

Resolution No. 2015-008

Moved by: J. Gerber

Seconded by: M. Murray

THAT the one-third tax free allowance for elected officials be retained and a by-law be prepared accordingly.

CARRIED.

- 9.3.2 REPORT NO. FIN 2015-02
Amendment to the Trust Fund By-law

Resolution No. 2015-009

Moved by: A. Junker

Seconded by: M. Murray

THAT the Trust Fund by-law 2012-29 be amended to add Foundry Street Parkette Trust Fund; and further

THAT the New Dundee Parks Development Trust Fund termination date be extended to December 31, 2015; and further

THAT the provisions for the Kropf/Baden Cemetery Restoration Trust Fund be deleted.

CARRIED.

The Director of Finance highlighted the report.

9.4 PUBLIC WORKS – no reports

9.5 DEVELOPMENT SERVICES

**9.5.1 REPORT NO. DS 2015-02
Wilmot Trails Master Plan
Appendix B: Implementation Plan**

Resolution No. 2015-010

Moved by: J. Gerber

Seconded by: M. Murray

THAT Appendix B (Implementation Plan) to the Wilmot Trails Master Plan, prepared by Seferian Design Group Limited, be endorsed.

CARRIED.

The Planner/EDO highlighted the report.

In response to Councillor B. Fisher, the Planner/EDO stated that some trails would be a mixed use trail and that the Township is working with local snowmobile clubs to keep the current snowmobile trail network in place. Mayor L. Armstrong noted that the working relationship with staff and the snowmobile clubs is effective with common goals for the maintenance of all types of trails.

Councillor B. Fisher inquired about snowmobile trails in and near residential areas. The Planner/EDO stressed the importance of compatibility with regards to the creation of new snowmobile trails and that one through a residential area may not be compatible but that it is not uncommon for a new development to grow around or near an existing snowmobile trail.

At the request of Councillor P. Roe, the consultant will be required to amend the report with regards to grammar, format and punctuation use in order that its integrity as a Council endorsed document is of the standard the Township is accustomed to.

Responding to Councillor B. Fisher, the Planner/EDO commented on the standards for surface treatment noted in the report are open to change depending on the area and type of trail and could include recycled asphalt.

In response to Councillor P. Roe, the Planner/EDO confirmed that the document did not include equestrian or ATV use as the trails are not intended for either use. He noted that both horses and ATVs are known to create problems on trails with regards to maintenance and longevity of the surface treatment.

9.6 FACILITIES AND RECREATION SERVICES – no reports

9.7 FIRE – no reports

9.8 CASTLE KILBRIDE – no reports

10. CORRESPONDENCE

10.1 Heritage Wilmot Advisory Committee – Meeting Minutes from October 7, November 4 and December 2, 2014

Resolution No. 2015-011

Moved by: A. Junker

Seconded by: P. Roe

THAT Correspondence Item 10.1 be received for information.

CARRIED.

11. BY-LAWS

11.1 By-law No. 2015-01, Interim Tax Levy

11.2 By-law No. 2015-02, Fees and Charges By-law Amendment

11.3 By-law No. 2015-03, Amendment to the Trust Fund By-law 2012-29

11.4 By-law No. 2015-04, To Authorize the Execution of an Agreement – Lease of Agricultural Land – 28 Smith's Creek Drive, Part of Parts 1-5, Block 77, Plan 58M-495

11.5 By-law No. 2015-05, Acting Mayor Rotation Schedule for 2015-2018

11.6 By-law No. 2015-06, Zone Change Application 01/15, Nith River Campground / Stantec, Part of Lot 22 and 23, Concession North of Snyder's Road, 4417 Wilmot-Easthope Road

Resolution No. 2015-012

Moved by: M. Murray

Seconded by: A. Junker

THAT By-law Nos. 2015-01, 2015-02, 2015-03, 2015-04, 2015-05 and 2015-06 be read a first, second and third time and finally passed in Open Council.

CARRIED.

12. NOTICE OF MOTIONS

13. QUESTIONS/NEW BUSINESS/ANNOUNCEMENTS

14. BUSINESS ARISING FROM CLOSED SESSION

15. CONFIRMATORY BY-LAW

15.1 By-law No. 2015-07

Resolution No. 2015-013

Moved by: A. Junker

Seconded by: J. Gerber

THAT By-law No. 2015-07 to Confirm the Proceedings of Council at its Meeting held on January 12, 2015 be introduced, read a first, second, and third time and finally passed in Open Council.

CARRIED.

16. ADJOURNMENT (8:12 P.M.)

Resolution No. 2015-014

Moved by: P. Roe


Seconded by: B. Fisher

THAT we do now adjourn to meet again at the call of the Mayor.

CARRIED.

Mayor

Clerk



Region of Waterloo

Bridge Street at Queen Street

**February 9, 2015
Township of Wilmot
Presentation**




Region of Waterloo

Bridge Street at Queen Street

Previous Intersection Control






Bridge Street at Queen Street

Previous Intersection Control

- 2009 – 2013 collision analysis suggested that the intersection operated:
 - Normal to slightly better than expected – Network ranking 1706 of 3268.
 - However Region received public concerns regarding the odd configuration / operation



Bridge Street at Queen Street

Previous Intersection Control

- Staff therefore recommended to install a conventional all-way stop condition.
 - Installed June 2014
 - Additional crosswalks at intersection for children walking to school / general use



Bridge Street at Queen Street

Right-turn Channel


- Staff was directed by Regional Council to pilot a stop sign on the channelized right-turn lane to deter trucks and to report back on its effectiveness.





Bridge Street at Queen Street


Right-turn Channel



		Bridge Street at Queen Street	
		Post Condition Findings	
Yield Control (Before)		Stop Control (After)	
Medium Trucks	Heavy Trucks	Medium Trucks	Heavy Trucks
16	23	15	58
39		73	

		Bridge Street at Queen Street	
		Post Condition Findings (All Vehicles)	
		<u>Compliance</u>	
Direction	Non-Stopping	Stopped by Traffic	Voluntary Full-Stop
Westbound Channelized Right-turn Lane	466	37	44

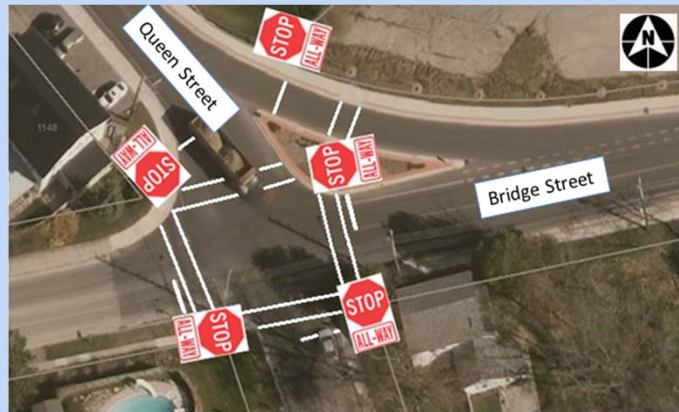
 Bridge Street at Queen Street			
Post Condition Findings (Trucks) <u>Compliance</u>			
Direction	Non- Stopping	Stopped by Traffic	Voluntary Full-Stop
Westbound Channelized Right-turn Lane	55	5	13

 Bridge Street at Queen Street	
Post Condition Findings	
<ul style="list-style-type: none"> • Crosswalk Design Issues <ul style="list-style-type: none"> • The placement of the stop sign and crosswalk do not complement each other • HTA Regulations require stop signs to be placed no more than 15m from crossroad • Stop sign cannot be placed before crosswalk (~20m) 	



Bridge Street at Queen Street


Post Condition Findings



Bridge Street at Queen Street

Recommendation:


- Regional staff will be recommending to revert the right-turn channel stop sign back to a yield sign
 - Truck volumes did not decline
 - Poor compliance
- Present report to Regional Planning and Works Committee
February 24, 2015



Bridge Street at Queen Street

Additional Regional Council Direction:

- Staff plan to present reports to Regional Council regarding speed limits in school zones and truck prohibition policies in the coming months



Bridge Street at Queen Street

Thank-you



Township of Wilmot REPORT

REPORT NO. CAO 2015-01

TO: Council

PREPARED BY: Grant Whittington, Chief Administrative Officer

DATE: February 9, 2015

SUBJECT: Strengthening Our Economy
Waterloo Region Economic Development Implementation Update

Recommendation:

That the Township of Wilmot takes the following actions regarding Economic Development in Waterloo Region:

1. That the first Waterloo Regional Economic Development Strategy dated December 2014, in partnership with all Area Municipalities and the Region as described in Report No. CAO 2015-01 be approved;
2. That staff implement and promote the Waterloo Regional Economic Development Strategy in support of existing economic prosperity and as a means of attracting new investment;
3. That the framework and financial model for a new Waterloo Region Economic Development Corporation as described in Report No CAO 2015-01 be supported, subject to the execution of an economic development partnership agreement; and,
4. That the CAO be authorized to enter into agreements as necessary to implement the Waterloo Region Economic Development Corporation, with such agreements to be satisfactory to the Township Solicitor.

Background:

In 2012, the Region of Waterloo and all seven Area Municipalities jointly commissioned a study by Malone Given Parsons Ltd. to look at the efficiency and effectiveness of economic development delivery in Waterloo Region. The Study, completed in April 2013, recommended a new approach to the delivery of economic development services throughout the region. The key recommendations included creating the first ever Waterloo Region Economic Development

Strategy (the Strategy) and launching a new Waterloo Region Economic Development Corporation (WREDC). The Region and all seven Area Municipal Councils endorsed these recommendations in principle.

A Steering Committee, consisting of the CAOs of the Area Municipalities and the Region, as well as the CEO of Canada's Technology Triangle Inc. (CTT), was established to oversee the development of the region-wide Economic Development Strategy and to investigate options for the new Economic Development Corporation. To support the Steering Committee, a Task Force was established comprised of Regional and Area Municipal economic development staff and a CTT representative. In addition, an Advisory Committee of knowledgeable community leaders from diverse backgrounds was established to provide valuable advice and guidance throughout this process (please see Attachment 1).

The Strategy is now complete and is available online at <http://wreds.ca>. The Steering Committee and Advisory Committee have reviewed and endorsed the Strategy and its recommendations. The proposed strategy is appended to this report (please see Attachment 2). This is the first time an Economic Development Strategy has been developed to comprehensively support the entire regional economy. The Region and the Area Municipal CAOs would like to thank the Advisory Committee for their support in achieving this significant milestone.

The new WREDC is to complement and support, but not duplicate, the collaborative efforts of the Area Municipal and Regional economic development teams. The new WREDC would assume a variety of economic development functions at a region-wide scale and be governed by a Board of Directors, expected to be 9 to 12 members. The Board of Directors is to be skills-based and provide governance, strategic direction, and organizational oversight to the Chief Executive Officer (CEO) of the new WREDC. The Region and Area Municipalities expect a wide range of benefits for their investment in the new WREDC, including access to new marketing and communication material, new capacity to promote investment in infrastructure, services and business, as well as new resources to identify and support strategic growth sectors (please see Attachment 4).

This report also provides updates on other recommendations from the Study, which include:

- Launching a new Region of Waterloo Office of Economic Development;
- Advancing the employment lands;
- Requesting that the Province of Ontario further amend the Municipal Act to add the Regional Municipality of Waterloo to the list of Upper-tier Municipalities that are assigned authority to acquire, develop, and dispose of sites for industrial, commercial and institutional uses; and
- Investigating a Special Purpose Corporation to purchase, hold and dispose of strategic employment lands in Waterloo region.

In 2012, the Region of Waterloo and all seven Area Municipalities jointly commissioned a study led by all eight Chief Administrative Officers to look at the efficiency and effectiveness of economic development delivery in Waterloo Region. Malone Given Parsons Ltd. (MGP) was retained and completed the study "Waterloo Region Economic Development Study: Assessment of Economic Development Services and Provision of Employment Lands" (the Study) in April 2013. The results of the Study were presented at an All Council meeting on May 2, 2013 and the recommendations formally approved by Regional Council (as described in staff report P-13-

060/CA-13-003 dated June 5, 2013). All of the Area Municipal Councils also endorsed the Study in May and June 2013.

The joint Study recommended a new approach to the delivery of economic development services throughout the region. The action items identified as part of this process and endorsed by Regional and Area Municipal Councils included:

1. Creating a Waterloo Region Economic Development Strategy;
2. Advancing a new Waterloo Region Economic Development Corporation;
3. Advancing the employment lands;
4. Requesting that the Province of Ontario further amend the Municipal Act to add the Regional Municipality of Waterloo to the list of Upper-tier Municipalities that are assigned authority to acquire, develop, and dispose of sites for industrial, commercial and institutional uses; and
5. Investigating a Special Purpose Corporation to purchase, hold and dispose of strategic employment lands in Waterloo region.

A Steering Committee was established, consisting of the CAOs of all of the Area Municipalities and the Region, as well as the CEO of Canada's Technology Triangle Inc. (CTT), to oversee the creation of the region-wide Economic Development Strategy and to investigate options for a new Economic Development Corporation. To support the Steering Committee, a Task Force comprised of Regional and Area Municipal economic development staff, and a CTT representative, was established to implement the study's recommendations and to define the specific roles and responsibilities of the WREDC, the Area Municipalities, the Region, and other partner organizations. In addition, an Advisory Committee of knowledgeable community leaders from diverse backgrounds was established to provide valuable advice and guidance throughout this process. The membership of the Advisory Committee is listed in Attachment 1.

Discussion:

This report provides an update on progress to date, and recommends a series of actions to implement the broader direction previously given by Regional Council and all Area Municipal Councils.

1. Creation of a Waterloo Region Economic Development Strategy (the Strategy)

In August 2014, the Waterloo Region Economic Development Strategy was endorsed in principle by Regional Council and all Area Municipal Councils, and their respective staff were given direction to develop a detailed implementation plan for consideration.

The Strategy is now complete and is available online at <http://wreds.ca>. The Steering Committee and Advisory Committee have both reviewed and endorsed the Strategy and its recommendations, which are summarized in the Executive Summary included in Attachment 2. This is the first time a region-wide Economic Development Strategy has been developed, and its completion achieves one of the primary recommendations from the 2013 Study.

The Strategy is a roadmap for the Region, all seven Area Municipalities and a broad range of community stakeholders to cooperatively support the ongoing economic prosperity of Waterloo region. The Strategy's vision is "to be Locally Rooted, Internationally Competitive and Globally Renowned". The Study's four strategic goals aim to fulfill this vision. They include:

- Goal 1:** To be the premier location for innovation and entrepreneurship.
- Goal 2:** To be the most competitive location for new and expanding companies and institutions.
- Goal 3:** To be a resilient, engaged, and dynamic economic ecosystem.
- Goal 4:** To be a community of choice for talented people.

To jointly achieve these Goals, the Strategy identifies twenty-two Strategic Objectives and forty-three specific Actions. The implementation of the various actions will be led by the new Waterloo Region Economic Development Corporation, the Area Municipal economic development/planning offices, and the Region of Waterloo Office of Economic Development (please see Attachment 3 for roles and responsibilities). The Strategy also brings together a wide range of key stakeholders and allied organizations, including Boards of Trade and Chambers of Commerce and the small business centres.

The successful completion of the Strategy involved the collaborative efforts of the Area Municipalities and Region, as well as extensive community and partner involvement. These efforts were summarized at the June 19, 2014 All Council Meeting, where Regional and Area Municipal staff, along with Malone Given Parsons Ltd (MGP), presented an overview of the Waterloo Region Economic Development Strategy, which involved:

- Regular consultation with CTT and its Board of Directors, the Advisory Committee, as well as Area Municipal economic development staff;
- Updates at All Council meetings;
- A series of stakeholder sessions;
- A project website, which was included in all public documents and advertisements, as well as a link on the Region of Waterloo's website; and
- A public Open House held May 15, 2014.

The Advisory Committee also dedicated its valuable time and expertise to advancing the new economic development initiatives outlined in the Strategy. Led by Chair Gerry Remers, President and CEO of Christie Digital Systems Canada Inc., the advice of this group was invaluable for guiding the development of the Strategy's proposed directions.

2. Waterloo Region Economic Development Corporation (WREDC) Framework

At the June 19, 2014 All Council meeting, the Steering Committee provided an update regarding the proposed new Waterloo Region Economic Development Corporation (WREDC). During the summer of 2014, Regional Council and all Area Municipal Councils formally endorsed the creation of the new arms-length organization in principle, subject to the development of the necessary implementation and transition plans and subsequent Council approvals.

The Region of Waterloo and all seven Area Municipalities already make a significant investment in economic development. However, there is broad agreement among all stakeholders that collaboration needs to improve, with a stronger focus on a regional approach to economic development. The region has lost opportunities to attract businesses because of the lack of a region wide focus on economic development.

The Strategy identified several economic development service gaps in the current approach, which will be addressed by the WREDC (please see Attachment 3). For example, feedback

from the Advisory Committee and other stakeholders indicated that the current economic development brand for the region is confused and there needs to be a more coordinated approach. There are also no regional action plans to help develop key growth sectors, such as Health Science and Pharmaceuticals, Agricultural Products, Finance and Insurance, and Manufacturing. A high priority for the WREDC is to develop these action plans and to work with its stakeholders to create and implement coordinated marketing and communication plan. The WREDC will also manage the implementation of the Strategy, which involves ongoing coordination with the Region, Area Municipalities and other stakeholders.

To accomplish the region-wide goals of the Strategy, and to enhance the collective capacity of economic development efforts in Waterloo region, staff recommend approval of additional resources to support the WREDC. The new organization is to complement and support, and not duplicate, the existing collaborative efforts of the Area Municipal and Regional economic development teams. The Task Force, which includes Regional and Area Municipal economic development staff and a CTT representative, refined a list of specific roles and responsibilities for the WREDC, the Area Municipalities, and the Region, which correspond directly with the Goals and Actions of the Strategy. A summary of these roles and responsibilities are outlined below.

Benefits of the WREDC

The Region and Area Municipalities expect a wide range of benefits for their investment in the new WREDC. These benefits are summarized in the value for money analysis in Attachment 4. The primary benefits include:

- Access to new regional marketing and communication material to help attract and retain investment, businesses, and people.
- Access to shared data and analysis.
- New capacity to promote public and private investment in infrastructure, services, and business.
- Third-party resources to support the economic development efforts of the Region and Area Municipalities.
- New resources and expertise to help identify and support strategic growth sectors as key regional assets.

Roles and Responsibilities

a) WREDC

The new WREDC is to assume a variety of economic development functions that are best done at a region-wide scale, such as:

- Managing the implementation of the Strategy.
- Investment attraction to Waterloo Region – including building a strong case (value proposition) for investing in the region's key growth industries.
- Liaise with Provincial and Federal government efforts to attract industry and grow key sectors of the economy.

- Collaboration with other economic jurisdictions for the broader promotion of Waterloo Region.
- Marketing and promotion of the region.
- Identify and support key growth sectors.
- Talent development and people attraction (working with partners).
- Data and research to support region-wide economic development activities.

The WREDC will assume the Foreign Direct Investment and investment attraction role currently provided by Canada's Technology Triangle (CTT). After incorporating the WREDC in 2015, these CTT activities will transition to the new organization in late 2015/early 2016. The Steering Committee and CTT Board of Directors have developed a transition plan to ensure a smooth transition of these important activities from CTT to the new WREDC. This transition plan was recently supported unanimously by the CTT Board of Directors.

b) Area Municipalities

The WREDC will complement and support, and not duplicate, the collaborative efforts of the Area Municipal economic development teams. These teams will continue to deliver economic development services at the local level undertaking functions such as, but not limited to:

- Business Attraction in collaboration with the WREDC as well as activities deemed necessary to achieve objectives specific to the local municipality.
- Marketing and promotion of the local municipality including development and maintenance of data for use in products such as community profiles, promotional materials and newsletters etc.
- The Cities will continue the operation of the Waterloo Region Small Business Centres.
- Business Retention and Expansion programs which include corporate visitation, issue identification, infrastructure needs assessment, etc.
- Work with other municipal departments to drive economic development from all sectors of Municipal services and ensure a supply of redevelopment, intensification and greenfield commercial and industrial opportunities.
- Local development incentive programs.
- Maintain a network of Federal and Provincial contacts to ensure business support programs and attraction services are available to existing and prospective businesses.
- Local brand development in relation to the WREDC brand.

c) Region of Waterloo Office of Economic Development (OED)

As part of the Region's 2014 organizational review, a new Office of Economic Development (OED) was established effective November 3, 2014. The Manager of Economic Development reports directly to the Commissioner of Planning, Development and Legislative Services. The roles of the OED identified with the assistance of the Task Force include:

- Provide data and research support for economic development.
- Develop a Central Transit Corridor Investment Strategy in partnership with the Area Municipalities to support employment growth along the ION Rapid Transit corridor.
- Key growth sector analysis.
- Inventory of available urban and greenfield land.
- Economic development advocacy within the Region of Waterloo (e.g. promoting as a corporate entity the Region of Waterloo International Airport).
- Promote a sustainable rural and urban land use fabric.

- Aligning the regional economic development strategy and planning priorities and servicing needs.

Reporting and Accountability

An economic development partnership agreement is very important and will be developed to clarify and formalize the relationship between the new WREDC, the Region, and all seven Area Municipalities. It will define the mandate of the new WREDC and detail the roles and responsibilities of each partner, and any advisory or liaison committees. It will identify criteria which will be used to evaluate the new corporation, as well as its communication protocols and expectations for annual reports. It is anticipated that the WREDC will report annually at an All Council Meeting. Individual reports would also be provided to Area Municipal and Regional Councils, upon request.

The partnership agreement will also include the financial commitments of each municipal partner.

New WREDC Board of Directors

It is proposed that the Board of Directors of the new WREDC will be a skills-based board consisting of 9 to 12 members. The Board will provide governance, strategic direction, and organizational oversight to the CEO of the new WREDC. The Board would consist primarily of private sector members from a broad cross-section of employment sectors and areas across the region.

A skills-based Board of Directors will be important for the success of the WREDC and the implementation of the new Strategy. The Selection Committee consists of the Regional Chair, the three City Mayors, one Township Mayor, and several private sector members from the Advisory Committee who will be responsible for selecting the Board of Directors. A Regional and Area Municipal staff team was formed to support the Selection Committee.

Advertising for the Board of Directors began in January 2015. The deadline for applications is February 25, 2015. The Selection Committee will select the members of the Board of Directors in the spring of 2015 and will advise when the Board of Directors is finalized. The members of the Selection Committee are listed in Attachment 5.

Priorities for 2015

There are a number of important actions planned for 2015 to continue implementing the Strategy and to ensure the WREDC is operational in 2016. The key milestones are:

1. Appointing the new WREDC Board of Directors.
2. Finalizing Implementation and Transition Plans, including the transition of CTT roles to the WREDC.
3. Incorporating the WREDC. The Region and Area Municipalities have the authority to establish an economic development corporation pursuant to the Municipal Act.
4. Hiring a Chief Executive Officer (CEO). The new Board of Directors, once established, will hire the new CEO. The CEO would then be responsible for hiring the remaining staff complement.
5. Implementing the 2015 actions identified in the Strategy (e.g. conducting an investment readiness analysis with the Region and Area Municipalities).

It is anticipated that the Board of Directors for the new WREDC will be selected by late March 2015, and that the WREDC CEO would be in place by summer 2015. The Board and CEO would develop a more detailed operational and staffing plan, and hire key staff over the fall of 2015, so that the new organization would be operational by late 2015.

During 2015 CTT will continue to deliver its important investment attraction/foreign direct investment activities. It will also assist with the start-up of the new WREDC as needed, to ensure the rapid start-up and smoothest possible transition of investment attraction to the new organization. CTT's functions will be fully transferred to the new organization by late 2015/early 2016, and CTT would cease being the operating entity for Regional economic development at that time.

Budget and Funding Model

The Waterloo Region Economic Development Strategy is an ambitious document that builds on each municipality's common interest in the ongoing economic success of Waterloo Region. Implementing its 43 actions will require the ongoing coordination of both Area Municipal and Regional economic development efforts, as well as the new resources proposed for the WREDC.

Recognizing that the new WREDC will have significantly greater responsibilities than CTT, it is proposed that the municipal funding for WREDC would be approximately double the current municipal funding for CTT. This increase from the current funding level of approximately \$950,000 per year to the proposed funding level of \$2,000,000 per year would be phased in between 2015 and 2017, as shown in Table 1.

The proposed funding distribution is based on the current CTT funding, where the Region contributes approximately half of the total municipal funding, and each of the three cities contributes approximately equal amounts. In the proposed funding model, the relative contributions from the four Townships would increase incrementally over the next 3 years. Table 1 (below) provides additional details on the four-year financial commitment requested for the WREDC. It is suggested that each municipality would provide funding to the new organization through to the end of 2018, to facilitate the successful start-up of the new corporation. Each Council is considering their 2015 budget commitment through the budget deliberation process.

To accomplish its goals, it is expected that the new WREDC will determine its strategic priorities based on the available budget and staff resources.

The next step of preparing the economic development partnership agreement and performance measurements agreed by each municipal partner is key to the implementation of the proposed funding model.

Table 1: Proposed WREDC Funding Model

	2014 Funding	2015 Funding	2016 Funding	2017 Funding	2018 Funding
Cities					
Cambridge	\$157,118	\$200,000	\$320,000	\$320,000	\$320,000
Kitchener	\$160,197	\$200,000	\$320,000	\$320,000	\$320,000
Waterloo	\$149,000	\$200,000	\$320,000	\$320,000	\$320,000

Townships

Woolwich	\$10,000	\$25,000	\$35,000	\$50,000	\$50,000
Wilmot	\$10,000	\$25,000	\$35,000	\$50,000	\$50,000
Wellesley	\$ -	\$5,000	\$10,000	\$20,000	\$20,000
N. Dumfries	\$ -	\$5,000	\$10,000	\$20,000	\$20,000
ROW	\$468,000	\$684,000	\$900,000	\$900,000	\$900,000
Total:	\$954,315	\$1,344,000	\$1,950,000	\$2,000,000	\$2,000,000

Note: 2015 dollars

3. Advancing the Employment Lands

A key element in attracting and retaining employers in a competitive global economy is ensuring the region has an adequate supply of development ready employment land. Waterloo region already has approximately 650 hectares (1,600 acres) of land, including vacant land and under-utilized buildings, ready for new businesses and business expansion. In response to a shortage of large properties (i.e., 8 hectares or more) for uses like advanced manufacturing, and assembly and processing plants, Regional and local municipal staff are working to facilitate and develop the employment lands within areas of the region, such as the employment lands along Highway 7/8 in Wilmot Township.

4. Regional Participation in Facilitating Employment Land Availability

The Provincial Municipal Act determines the role and responsibilities of the local municipal governance, including the “spheres of jurisdiction” for the Region and Area Municipalities. In December 2013, Regional Council endorsed a recommendation requesting that the Province of Ontario amend the Municipal Act to add the Regional Municipality of Waterloo to the list of Upper-tier Municipalities that are assigned authority to acquire, develop, and dispose of sites for industrial, commercial and institutional uses. In early 2014, all of the seven Area Municipalities endorsed similar resolutions.

As a result of the collective municipal support for this proposed amendment, a letter was sent on March 6, 2014 to the Minister of Municipal Affairs and Housing and the Minister of Finance to formalize this request. The letter requested that the Table in Section 11 of the Municipal Act, 2001, as amended, be revised to add the Regional Municipality of Waterloo to the list of Upper-tier Municipality(ies) assigned “non-exclusive” legislative authority to participate in the assigned sphere of “Acquisition, development, and disposal of sites for industrial, commercial and institutional uses.” This letter was signed by the Regional Chair and included all eight Council resolutions.

In November 2014, The Minister of Municipal Affairs and Housing responded positively to Chair Seiling’s letter, noting that “...this request will be considered as part of the earliest legislative vehicle.” Regional staff will continue to follow-up with senior Provincial staff regarding the timing of the necessary amendment.

5. Special Purpose Corporation

As part of the original 2013 MGP Study, it was also recommended that the creation of a Special Purpose Corporation (SPC) be considered for the purchase, holding and sale of strategic

employment lands in Waterloo Region. Regional and Area Municipal staff will continue to evaluate this model. However, most work over 2015 will focus on creating the new WREDC and implementing specific elements of the Strategy.

Area Municipal Consultation/Coordination

The ongoing collaboration related to economic development within Waterloo Region continues through a Steering Committee, consisting of the CAOs of the Area Municipalities and the Region, as well as the CEO of Canada's Technology Triangle Inc. A Task Force of Regional and Area Municipal economic development staff which included Planner/EDO, Andrew Martin, are also working together to support the Steering Committee.

Strategic Plan Conformity:

Strengthen the coordination and implementation of economic development activities by clarifying the roles and responsibilities of the Region, Area Municipalities and other key stakeholders (e.g., CTT).

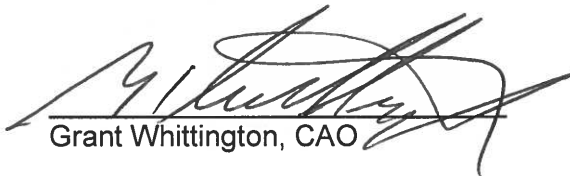
Financial Considerations:

The Waterloo Region Economic Development Strategy was cost-shared between the Region and Area Municipal Partners.

The 2015 Township funding allocation in the amount of \$25,000 towards WREDC is included in the 2015 Budget approved by the Ad Hoc Budget Advisory Committee.

Conclusion:

The approval of the Waterloo Economic Development Strategy and the creation of the Waterloo Region Economic Development Corporation (WREDC) are key steps towards maintaining and strengthening the economic base of Wilmot Township.


Grant Whittington, CAO

Attachment 1- WREDS Advisory Committee Membership, 2014

Gerry Remers	President & COO	Christie Digital Systems Canada, Inc.
Bruce Gordon	Chairman	Manulife Canada, Manulife Bank, Manulife Trust
Carol Leaman	President & CEO	Axonify
Carol Simpson	Executive Director	Workforce Planning Board of Waterloo Wellington Dufferin
Craig Beattie	Partner	Perimeter Development Corporation
Ed Roberts	President	Conestoga-Rovers & Associates (CRA)
Greg Durocher	President & CEO	Cambridge Chamber of Commerce
Ian McLean	President/CEO	Greater Kitchener Waterloo Chamber of Commerce
Iain Klugman	President & CEO	Communitech
Kevin Martin	President	Martin's Family Fruit Farm
Malcolm Matheson	President	Steed and Evans Limited
Mark Derro	Dean	Conestoga College
Mary D'Alton	President & Managing Director	Waterloo Inn and Conference Hotel
Michael Duschenes	Chief Operating Officer	Perimeter Institute
Michael Pley	Chief Executive Officer	COM DEV International Ltd.
Tim Jackson	Senior Advisor	MaRS Centre for Impact Investing

ECONOMIC DEVELOPMENT FUNCTIONS (EXAMPLES)					
WREDC Value for Money	WREDS-Coordination and Implementation	Communication, Marketing and Promotion	Investment Attraction	Key Business Sector Development Activities	Information, Data and Research
E V A L U A T I O N	<ul style="list-style-type: none"> - Dedicated resources for the coordination and implementation of the WREDS - Less time/expense and effort associated with an uncoordinated approach - Will avoid overlap and/or missed opportunities 	<ul style="list-style-type: none"> - Region-wide, targeted communication and marketing pieces by the WREDC will allow municipalities to free up resources for other priorities 	<ul style="list-style-type: none"> - Will tie investment attraction activities to the WREDS - Associated research (focused, and targeted) will ensure that the limited funds can be carefully used where most impactful 	<ul style="list-style-type: none"> - Enhanced program of sector identification & development activities - Individual municipalities will not need to fill the gap when a need is determined 	<ul style="list-style-type: none"> - Distilling key data/research and other information for application in an economic development context - Will add credibility and value to the marketing/communication component
	<ul style="list-style-type: none"> - A new function that does not currently exist region-wide - Uniquely positioned and resourced to be the primary contact and liaison for initiatives identified in the WREDS 	<ul style="list-style-type: none"> - Coordinate and develop materials for all partners - Key messages and priorities will be disseminated region-wide illustrating how the entire Region functions as a cohesive unit 	<ul style="list-style-type: none"> - Coordination of investment attraction activities (both foreign and domestic) among the various economic development partners 	<ul style="list-style-type: none"> - Addressing sector identification & development at a regional scale - Will ensure that efforts are coordinated and efficient (thus eliminating duplicate or overlapping initiatives) 	<ul style="list-style-type: none"> - A central location and defined responsibility for key economic information - Will save individual municipalities' time and free up resources for other initiatives

ECONOMIC DEVELOPMENT FUNCTIONS (EXAMPLES)					
WREDC Value for Money	WREDS– Coordination and Implementation	Communication, Marketing and Promotion	Investment Attraction	Key Business Sector Development Activities	Information, Data and Research
Effectiveness	<ul style="list-style-type: none"> - Increased accountability for progress resulting from dedicated resources, and a clear mandate - New opportunities will be uncovered as new levels of coordination are achieved 	<ul style="list-style-type: none"> - Effective communication of a unified regional message - Consolidated “brand” and consistent Waterloo Region Story - Speaking with one voice - Lesser-known areas and related opportunities will be tied to the overall strength of the Region 	<ul style="list-style-type: none"> - Pairing investment attraction activities with the broader mandate for the WREDC - Activities will be aligned with goals, research, objectives and activities outlined by the WREDS - An enhanced ability to lobby upper levels of government and make application for additional sources of program funding 	<ul style="list-style-type: none"> - The WREDC will work with all the various agencies to achieve common objectives – coordinating activities with the actions identified in the WREDC - Address challenges that are currently framed by municipal boundaries and therefore limit and/or eliminate opportunities (e.g. services, infrastructure). - Enhanced ability to secure funding 	<ul style="list-style-type: none"> - A standard format economic development related information - Will provide a base that others can build from - Municipalities will not need to outline the regional context, but can rather focus on the information pertinent to their own municipality

Attachment 3 – Board Selection Committee Membership

Municipal Representatives

Berry Vrbanovic	Mayor	City of Kitchener
Dave Jaworsky	Mayor	City of Waterloo
Doug Craig	Mayor	City of Cambridge
Ken Seiling	Regional Chair	Region of Waterloo
Sandy Shantz	Mayor	Township of Woolwich (chosen by the four Township Mayors)

Volunteer Members from the Economic Development Advisory Committee

Bruce Gordon	Chairman	Manulife Canada, Manulife Bank, Manulife Trust
Greg Durocher	President & CEO	Cambridge Chamber of Commerce
Ian McLean	President/CEO	Greater Kitchener Waterloo Chamber of Commerce
Mary D'Alton	President & Managing Director	Waterloo Inn and Conference Hotel
Tim Jackson	Senior Advisor	MaRS Centre for Impact Investing

WATERLOO REGION ECONOMIC DEVELOPMENT STRATEGY



Prepared by:

 **MALONE GIVEN
PARSONS LTD.**

Prepared for:



**TOWNSHIP
OF WILMOT**



DECEMBER 2014

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City of Kitchener



City of Waterloo



**Township of North
Dumfries**



**Township of
Wellesley**



Township of Wilmot



**Township of
Woolwich**



Region of Waterloo



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EXECUTIVE SUMMARY

The Waterloo Region Economic Development Strategy has been created with the input of many people and organizations. This includes councillors and staff of the Region of Waterloo and the 7 Area Municipalities, an Advisory Committee of private sector leaders, the Board of Canada's Technology Triangle Inc. (CTT), representatives of the region's economic sectors and the public at large. The result has been an economic development strategy that is fact based and which reflects the collaborative and innovative spirit of Waterloo region.

Strategic Context

Waterloo region is strong. The region has long had a successful economy that has grown and prospered by combining strong educational and research institutions and a locally inspired innovative, collaborative, and entrepreneurial ethic. This has stimulated strong and diverse companies in the Information, Communication and Technology sectors and in Advanced Manufacturing and Financial Services. Many companies and institutions have a global reach and perspective. These strong sectors are also consistent with an evident competitive advantage in the global value chain. These advantages are supported by a high quality of life and distinctive regional character.

However, **Waterloo region's economic context is changing.** The regional GDP growth is expected to slow over the short term, and to be exceeded by other Canadian and Ontario cities. While Waterloo region has enviable success, a strong economic base and an attractive location, other areas within the Greater Golden Horseshoe, and elsewhere, are competing for the same growth sectors that are represented in Waterloo region.

But **Waterloo region can and must respond to the challenge.** All of the elements that have made the region a powerful economic location continue to be available to attract people, ideas, capital, jobs, and success. What is required is an assertive, focused, proactive deployment of these assets to meet the challenge and to ensure a sustainable and high performance region.

Vision

The Vision for Waterloo region is embodied in a statement that reflects the strengths and aspirations of the region.

Over the course of consultation with many stakeholders in Waterloo region, there were common themes that emerged in various contexts. These themes included:

- A tradition of collaborative effort;
- A tradition of innovation and entrepreneurship;
- A diversity of philosophy, talent, and civic tradition; and,
- A perspective that is both local and outward looking.

The resulting Vision statement is:

“To be Locally Rooted, Internationally Competitive, and Globally Renowned”

Strategic Goals & Objectives

Realizing this Vision will require the achievement of four Strategic Goals, each with their own Strategic Objectives:

Goal 1: To be the premier location for innovation and entrepreneurship.

Objectives:

- To continue to expand the role of the post-secondary institutions in innovation and entrepreneurship.
- To strengthen the culture of innovation within existing businesses and organizations.
- To attract new, high quality, promising, innovative organizations and businesses.
- To establish aggressive targets for expanding existing business, attracting new businesses, and start-ups.
- To promote international recognition as a world class community.

Goal 2: To be the most competitive location for new and expanding companies and institutions.**Objectives:**

- To communicate a compelling value proposition to foreign and domestic companies and institutions.
- To ensure a continuous and immediately available supply of diverse locations for new and expanding businesses.
- To ensure competitive costs of location, attracting talent, and doing business.
- To make full use of all relevant programs available from other levels of government.
- To ensure fast and effective municipal decision making.
- To create the most efficient transportation system to meet the needs of a growing regional economy.
- To ensure that all local infrastructure is sufficient to meet the needs of Waterloo region.

Goal 3: To be a resilient, engaged, and dynamic economic ecosystem.**Objectives:**

- To support and stimulate new and existing high growth sectors.
- To support and stimulate strong traditional employment sectors.
- To ensure a robust service sector that supports a healthy, growing economy.
- To nurture small and medium sized enterprise (SME).
- To leverage the region's post-secondary institutions to the fullest extent.
- To support the growth, long-term viability, and vibrancy of Waterloo region's Agriculture, agribusiness and agri-food sector.

Goal 4: To be a community of choice for talented people.**Objectives:**

- To become recognized as a major location for art and culture.
- To create a sustainable, efficient region that anticipates growth.
- To ensure an appropriate mix of housing that reflects the needs and aspirations of current and future residents.
- To build on excellence in local education.

Employment Growth Target

Employment within Waterloo region is forecast by the Provincial Growth Plan to increase by 50% over the next 30 years. A 10 year growth target for Waterloo region is an increase of 52,000-62,000 jobs.

Implementation

Implementation of the WREDS will require an organizational framework that can lead the execution of a comprehensive strategy, and ensure the maximum alignment among municipal, regional, institutional and private organizations that have an ongoing role in the attraction of investment to Waterloo region.

It is proposed that a new Waterloo Region Economic Development Corporation be established to oversee the coordination and implementation of economic development. It is proposed that this non-profit organization be “owned” by the Region of Waterloo, Cities of Waterloo, Kitchener and Cambridge and the Townships of Woolwich, Wilmot, Wellesley and North Dumfries.

1.0

INTRODUCTION

The purpose of the Waterloo Region Economic Development Strategy is to formulate common goals and to create alignment among the many organizations that will be involved in its implementation.

1.1 A Strategy for Waterloo Region

Strategy is about making the choices and carrying out the actions that are necessary to achieve a winning aspiration. Strategy is about coordinating and amplifying the actions of many to achieve a common vision that benefits all.

Waterloo region¹, like all economic regions, is a complex ecosystem where shared geography, history, and values results in an inevitable partnership and common cause, among all of the communities, people, and organizations. Unlike a corporate entity where growth, competitive advantage, risk mitigation and profit maximization are primary objectives, an economic region is far more complex. The geography encompasses many corporate, institutional, and political entities each with their own visions and strategies, all of which defy simple attempts to create or form alignment of the means and ends of strategy. Political necessity helps to align strategic directions – but only to a point.

As politically distinct geographies grow and press on each other and compete for jobs, people, and resources, differences in political focus can easily become fault lines in a regional context. However, as the economic region grows, the benefits of political alignment and coherence ultimately come to outweigh the legacy differentiation and history.

¹ “Waterloo region” – which refers to the economic geography encompassed by the 7 Area Municipalities and the Regional Municipality of Waterloo.

Economic Development Strategy is where history and diversity are celebrated as long as it strengthens the overall economic ecosystem, and as long as it helps to focus competitive energies against other geographies and external entities rather than be diverted to unproductive internal competition that weakens the whole region as well as its individual parts.

Economic Development Strategy therefore explicitly recognizes the essential imperative for cooperation, making common choices, and embarking on actions that will attract investment and strengthen the economic region. Economic Development Strategy is about defining shared priorities, collective choices, and the alignment of actions that are necessary to expand the regional economy and ensure a continually improving quality of life that celebrates the uniqueness and diversity of the region.

Today Waterloo region faces the opportunities and challenges of success. The region is well recognized for its history of hard work, collaboration, innovation, and entrepreneurship. This lens has focused the efforts of companies, educational institutions, Area Municipalities, and the people of Waterloo region. Waterloo region is not at a crossroads or an inflection point that calls for a radical change. However, it faces competitive challenges that require a renewed consensus on its economic future and actions to ensure that Waterloo region stays on the leading edge.

1.2 Organization and Consultation

The Waterloo Region Economic Development Strategy (WREDS) is based on a process of engagement and consultation with key organizations. The process was led by the Region and Area municipalities, and included consultation and engagement with all relevant economic development stakeholders.

There is an obvious wealth of knowledge, expertise, and commitment to regional economic growth that exists among the business community and economic development partners across Waterloo region. The approach to the creation of the Strategy encompassed a strong emphasis on consultation.

The result is a Strategy that mirrors the strengths, issues, and aspirations that exist within the region. The Strategy is a document that has clear goals, objectives and actions that have been created by the Consultant Team and the many participants involved.

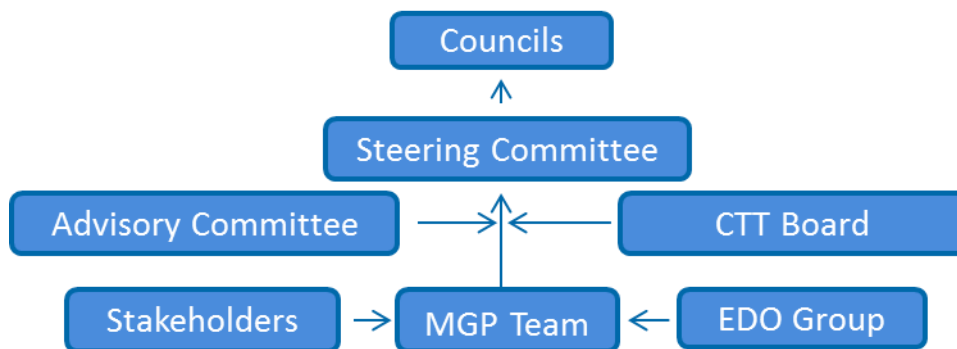
The Strategy is founded on a fact based assessment of the region's opportunities and challenges and is built around a comprehensive economic development stakeholder engagement program. This report focuses on:

- Foundational facts and analysis that provides an economic benchmark;
- Strategic Directions – Vision, Goals and Objectives; and,
- The Priority Actions required to achieve the Strategic Directions.

The Strategy has been designed to address short to long term priorities, to address the need for measuring progress, and to identify partnerships and resources required for the Strategy's implementation. The Strategy provides a cohesive strategic framework that is both aspirational and practical.

The Waterloo Region Economic Development Strategy has involved a number of key organizations:

Figure 1.1: Organization of the WREDS Process



The process itself has been led by a Steering Committee that is comprised of the CAO's of the Region of Waterloo and 7 Area Municipalities, and the CEO of CTT.

Members of the Steering Committee have reported the progress and results of WREDS to the individual Municipal Councils of the Region of Waterloo; the City of Waterloo; the City of Kitchener; the City of Cambridge; the Township of North Dumfries, the Township of Wilmot; the Township of Wellesley; and the Township of Woolwich. Each Council had the opportunity to provide input during the strategy formulation process.

A voluntary Advisory Committee was also established, comprised of individuals knowledgeable regarding the local economy.

This Advisory Committee provided:

- Comments, interpretation and information on Strategic Directions and Actions to ensure that the Steering Committee and Consulting Team considered all issues;
- An external perspective on opportunities for Waterloo region within the global context; and,
- Strategic advice and guidance to the project team, Steering Committee and Regional and Area Municipal Councils via the Steering Committee.

The Advisory Committee was consulted with and engaged throughout the process, and added significantly to the development of the Strategic Directions. The Committee's involvement and support of the process and outcomes confirms that the adopted approach was successful in engaging the private sector. This will lead the way to a continued strengthening of collaboration between the private and public sectors in terms of economic development related activities.

The Board of CTT was also actively involved, and made many salient contributions to the definition of the strategic directions. The Board provided input on the importance of foreign direct investment in particular, as well as advice on emerging economic opportunities and strategic priorities.

A series of nine Stakeholder Workshops were facilitated in February 2014: to inform stakeholders of the process and objectives; to discuss the needs, barriers, and areas of priority for each area of economic interest; to mobilize ideas; and to create a basis of support and consensus around the new Waterloo Region Economic Development Strategy.

Municipal Economic Development Officers (EDOs) and municipal staff have played a significant role in reviewing and revising the Strategic Directions and the proposed Actions. In addition, a project website was created and an Open House session was held in May 2014 to provide the public with an opportunity to participate in the process.



Waterloo Region Stakeholder Workshop Session (Kitchener, 2014)

2.0

REGIONAL ECONOMY

The economy of Waterloo region is strong. It is diverse and has been well served by a long history of innovation and entrepreneurship. It has been on the forefront of technological change driven by the universities and the talents of local entrepreneurs. The economy is unusual in the Canadian context because of its significant manufacturing base.

The economy is facing competitive challenges that the Economic Strategy is designed to address. It is expected that over the next 10 years, the number of net additional jobs targeted should be in the range of 52,000-62,000.

2.1 Regional Growth

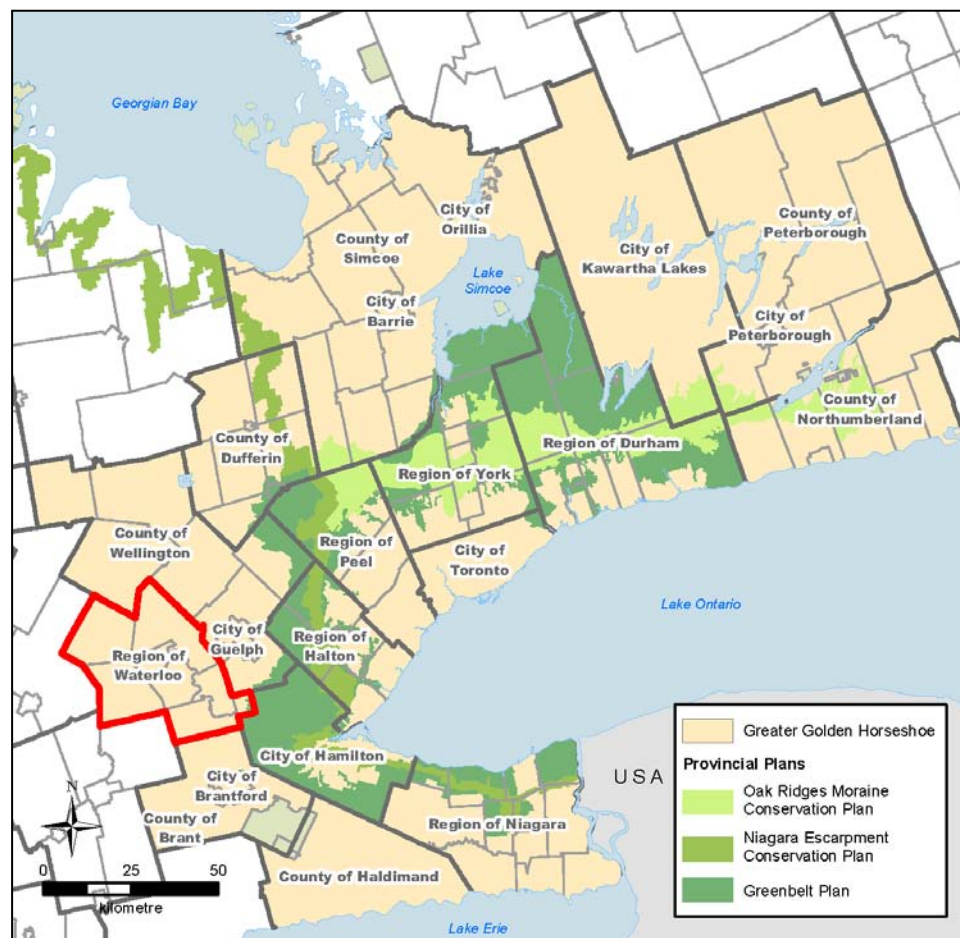
Waterloo region is a diverse and prosperous area in southern Ontario, located approximately 100 kilometres west of the City of Toronto. The Greater Golden Horseshoe, which includes Waterloo region, encompasses a population of 9 million people. However, Waterloo region remains separate and distinct from the main urban mass of the Toronto centred GGH. It comprises of 7 Area Municipalities: the Cities of Cambridge, Kitchener, and Waterloo, and the Townships of North Dumfries, Wellesley, Wilmot and Woolwich, and the Regional Municipality of Waterloo. The region is also one of the fastest-growing in Ontario, with over 560,000 residents (including students) as of 2013. This number is projected to grow to 835,000 by 2041 (Places to Grow Amendment 2).

Strategic Location

Waterloo region has unique cultural attributes that enable it to benefit from its proximity to the Toronto regional economy without being overwhelmed by its urban neighbours to the east. Its proximity to Toronto provides important economic and transportation linkages and an easy access to potential markets beyond Canada.

At the same time, its separateness provides a high quality of life, distinct character, competitively priced economic inputs, and world class graduates at all skill levels being produced by three post-secondary institutions.

Figure 2.1: Waterloo Region Context Map



Source: Malone Given Parsons Ltd.

Economic Trends & Forecasts

Waterloo region boasts one of the most dynamic and diverse economies in North America. Often referred to as “Canada’s Technology Triangle”, the region’s economy encompasses high-tech industries, automobile manufacturing, advanced manufacturing, and a wide range of business services.

Table 2.1: Waterloo Region Real GDP

2010	2011	2012
\$23.60	\$24.70	\$25.20

* Figures are in \$Billions (2007 Dollars)

Source: Waterloo Region Collaborative Economic Research Group

According to the Conference Board of Canada, the healthy Manufacturing sector in the Kitchener, Cambridge, and Waterloo Census Metropolitan Area (CMA) helped increase real GDP by an estimated 3.9% in 2012, which is on par with the growth rate for 2011. Large manufacturers like Toyota are performing well and smaller firms continue to thrive in the CMA's resilient industrial ecosystem. The annual growth rate for manufacturing in Waterloo region was nearly twice the national average between 2010 and 2012, although this is expected to decline somewhat in the short term. Overall employment growth has, however, been lacklustre, with employment rising by 1% in 2012, following a much sharper rise of 4.7% in 2011. Notwithstanding this slower pace of job creation in 2012, the unemployment rate still declined to 6.6%, its lowest level since 2008. The real GDP forecast for the CMA is 2.9% in 2014, 3.4% in 2015, 2.9% in 2016, and 1.8% in 2017.

The link between Waterloo region and the wider national and provincial economy means that macroeconomic trends at a higher level will impact the region. Economic growth expectations at the national and provincial level indicate that in the short term, Waterloo region will experience economic challenges based on a fragile global economy, including continued recessions in parts of the European Union as well as modest growth in the United States.

The Conference Board of Canada predicts Waterloo region's GDP to exceed that of Ontario over the period 2014 to 2017. However, the region's GDP is expected to fall from 3rd place nationally in 2012 to 11th place during the same three year period.

Table 2.2: Real GDP Forecasts

	2014	2015	2016	2017
National	2.60%	2.40%	-	-
Provincial	2.60%	2.40%	2.30%	2.00%
Regional*	2.90%	3.40%	2.90%	1.80%

(*Kitchener, Waterloo, Cambridge Census Metropolitan Area)

Source: Conference Board of Canada

Population

According to the 2011 Census², the population of Waterloo region has grown from 478,121 in 2006 to 507,096, in 2011, representing a growth of 6.1% (see Table 2.3). The City of Kitchener experienced the largest absolute growth in population (14,485 people – representing 50% of the population growth for the region as a whole). However, the largest percentage increase in population between 2006 and 2011 was experienced by the Township of Woolwich (17.7%). It is also noteworthy that the two Townships of Wilmot and Woolwich saw larger increases in population than the City of Waterloo, suggesting a growing interest for a rural-based lifestyle outside of the three urban areas of Waterloo region and limitations on available urban land supply.

Table 2.3: Population Growth in Waterloo Region³

	Census Population		Adjusted 2013 population including students	
	2006	2011		
Kitchener	204,668	219,153	Kitchener	233,700
Cambridge	120,371	126,748	Cambridge	132,700
Waterloo	97,475	98,780	Waterloo	131,100
Woolwich	19,658	23,145	Woolwich	24,620
Wilmot	17,097	19,223	Wilmot	20,350
Wellseley	9,789	10,713	Wellseley	10,920
North Dumfries	9,063	9,334	North Dumfries	9,640
Waterloo Region (excluding students)	478,121	507,096	Waterloo region (including students)	563,000

Source: Statistic Canada, 2011 Census

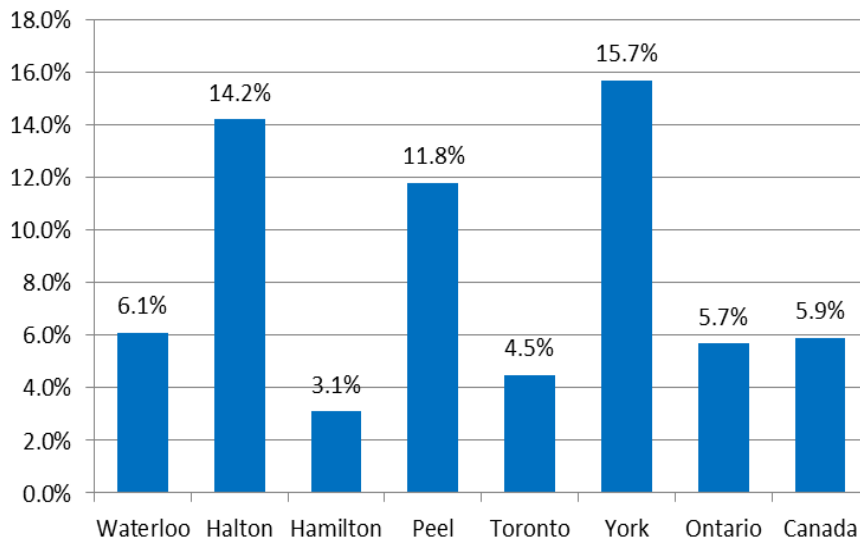
Source: Region of Waterloo, 2013

If we compare the percentage growth in population in Waterloo region to that in the Province of Ontario and in Canada, the region's growth rate of 6.1% between 2006 and 2011 was higher than that experienced by Ontario (5.7%) and Canada (5.9%) over the same period, as highlighted in Figure 2.2. When compared to neighbouring regions, Waterloo region had a higher population growth rate than Wellington County and Hamilton, but lags behind Halton Region, Peel Region, and York Region (Figure 2.2).

² The Census population in Waterloo region does not include students who are temporarily residing in Waterloo region.

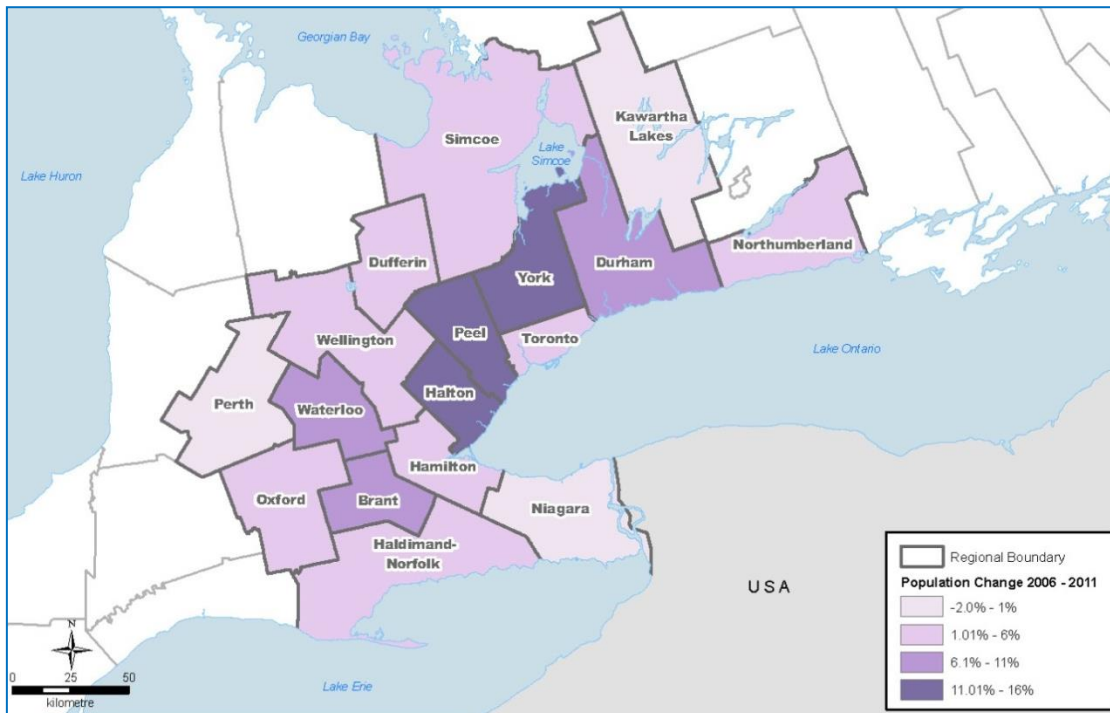
³ In 2011, the temporary resident post-secondary student population was approx. 39,380 (Region of Waterloo, Year End 2011 Population and Household Estimates for the Region of Waterloo).

Figure 2.2: Percent Change in Population between 2006 and 2011



Source: Statistic Canada, 2011 Census

Figure 2.2: Percent Change in Population for GGH (2006 – 2011)



Source: Malone Given Parsons Ltd., Statistic Canada, 2011 Census

Population Growth

According to the Places to Grow forecasts⁴, Waterloo region is expected to reach a population of 835,000 by 2041, which represents a 58% increase in population over the 30 year planning horizon. The new Waterloo region light rail transit system project, the Ion, is making progress and will help to accommodate this growth and support significant intensification along the 36km long transit corridor.

Table 2.4: Population Forecasts for Waterloo Region

Population ('000s)	2011	2021	2031	2041
High Scenario	528	648	778	889
Reference Scenario	528	624	742	835
Low Scenario	528	597	670	729

Source: Places to Grow, Amendment 2

(Note that the 2011 forecasts differs from the 2011 Census)

Employment

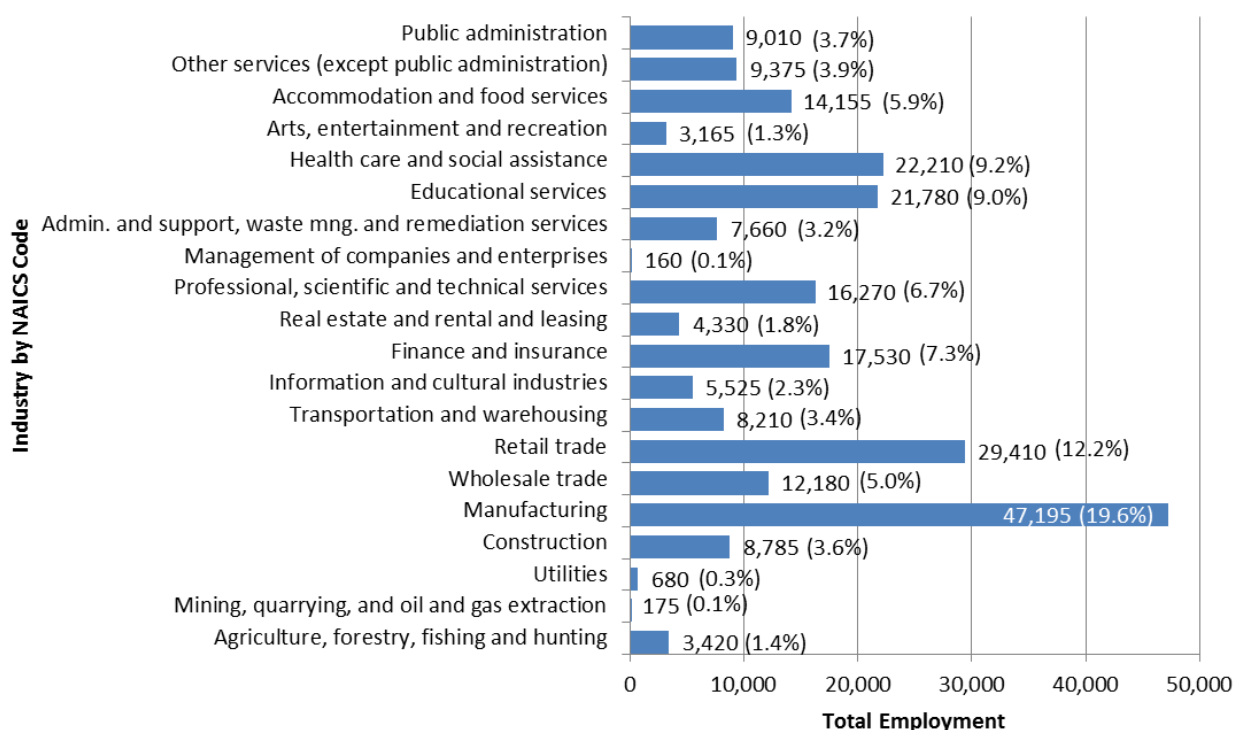
The region's total employment in 2011 was 241,225⁵. The Place of Work data from the 2011 National Household Survey (NHS)⁶ indicates that Manufacturing with a total of 47,195 jobs is the dominant employer in Waterloo region, with 19.6% of jobs. It is important to note that the NAICS codes used to classify jobs includes computer manufacturing within the Manufacturing category. This category therefore includes some of the larger companies within the region, including BlackBerry.

Manufacturing is followed by Retail Trade with 12.2% of regional jobs, while Health Care and Social Assistance as well as Educational Services had approximately 9% of the jobs each. The lowest number of jobs were in Management and in Mining, Quarrying and Oil and Gas Extraction.

⁴ The Places to Grow Technical Report (November 2012) page 26 (which also applies to Amendment 2, 2013) notes that population forecasts are based on the Census; however a net under coverage of 4% in Ontario is included for 2011.

⁵ Statistic Canada, 2011 National Household Survey

⁶ Because of the methodological changes introduced in the NHS in 2011, this Report does not compare data from the 2011 NHS with data from previous Census periods.

Figure 2.4: Total Employment in Waterloo Region

Source: Statistic Canada, 2011 National Household Survey

Employment Growth

According to the Places to Grow forecasts⁷, Waterloo region is expected to add 135,000 jobs by 2041, a 50% increase over 2011.

Table 2.5: Employment Forecasts for Waterloo Region

Employment ('000s)	2011	2021	2031	2041
High Scenario	269	331	378	423
Reference Scenario	269	321	366	404
Low Scenario	269	307	329	353

Source: Places to Grow, Amendment 2

(Note that 2011 forecasts defer from the 2011 census)

Places to Grow employment forecasts suggest a somewhat reduced rate of Growth. However, these forecasts indicate a normative target for the Waterloo Region Economic Development Strategy. The minimum number of net new jobs over the next 10 years should not be less than the “reference forecast” of 52,000.

⁷Growth forecasts from the June 2013 Addendum to the Greater Golden Horseshoe Growth Forecasts to 2041 technical report released by Hemson Consulting Ltd.

The WREDS should aim for the higher range of growth, which would translate into 52,000-62,000 net new jobs over the next decade.

Housing Affordability

Housing prices are generally less expensive than those of competing urban areas in the Greater Golden Horseshoe. Taking the average cost of purchasing a new detached house for the period 2012 to 2013 as an indicator of housing affordability, the Kitchener-Cambridge-Waterloo CMA increased substantially during that period, rising almost 11%, which was the largest increase in Ontario except for York Region (16.5%) and the City of Toronto (31.2%). In 2013, the average cost of purchasing a new house in Waterloo region was \$481,687, which is significantly lower than the average house price in most regions in the GGH. London, which is further removed from the GGH, had a much lower average house price of \$367,684 in 2013.

Table 2.6: Average Price of Absorbed Single-Detached Units

	Waterloo Region	Halton Region	Peel Region	York Region	City of Toronto	City of Hamilton	London	Ottawa (ON)
2012	\$434,415	\$715,248	\$586,200	\$686,438	\$1,202,158	\$467,146	\$357,513	\$482,586
2013	\$481,687	\$753,548	\$603,547	\$799,965	\$1,577,146	\$476,139	\$367,684	\$490,733
% Change	10.9%	5.4%	3.0%	16.5%	31.2%	1.9%	2.8%	1.7%

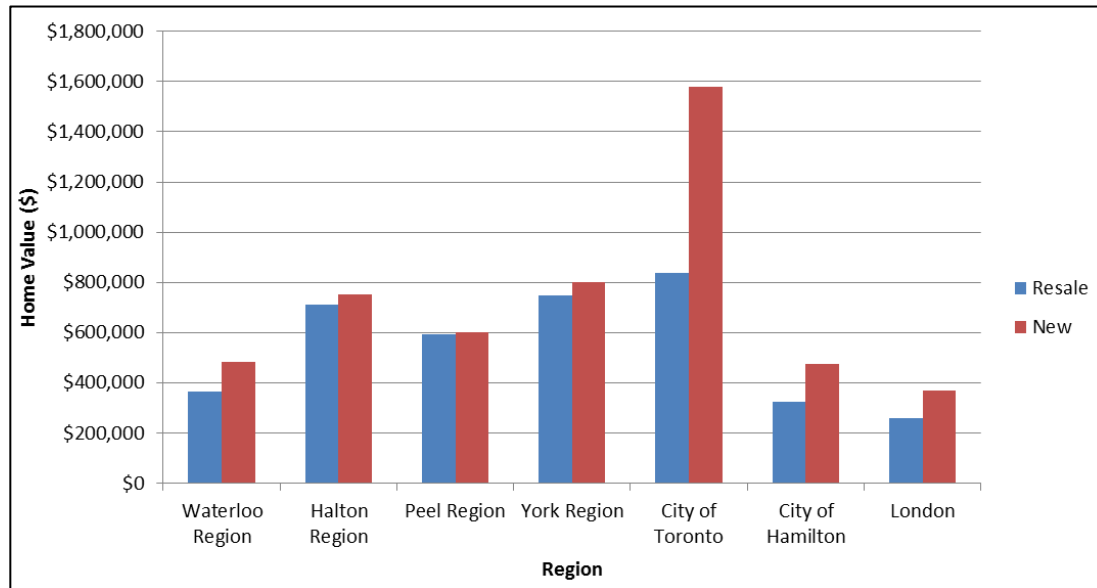
Source: CMHC, *Housing Now – Kitchener and Guelph CMAs – First Quarter 2014*

CMHC, *Housing Now – GTA – January 2014*

CMHC, *Housing Now – London CMA – First Quarter 2014*

CMHC, *Housing Now – Ottawa – January 2014*

When compared to the resale of detached units, the difference is relatively large in Waterloo region, with a difference of 31.3% in 2013. A new detached unit's average price was \$481,687, however when compared to a detached resale unit on the MLS, the average price was significantly lower at \$366,907. The situation is similar in the City of Toronto, City of Hamilton and London; where a resale detached unit was considerably lower than a brand new unit. In Halton Region, Peel Region and York Region however, resale and new detached units differed only slightly.

Figure 2.5: Average Price of Detached Units in 2013

Source: CMHC, *Housing Now – Kitchener and Guelph CMAs – First Quarter 2014*
 CMHC, *Housing Now – GTA – January 2014*
 CMHC, *Housing Now – London CMA – First Quarter 2014*
 CMHC, *Housing Now – Ottawa – January 2014*
 TREB, *Market Watch – January 2013 – December 2013*
 KWAR, http://www.kwar.ca/stats/December_2013_Media_Release.pdf
 RAHB, *Real Estate Market Forecast for 2014*
 LSTAR, http://www.lstar.ca/sites/default/files/statistics/Stats_Pack_January_2014.pdf

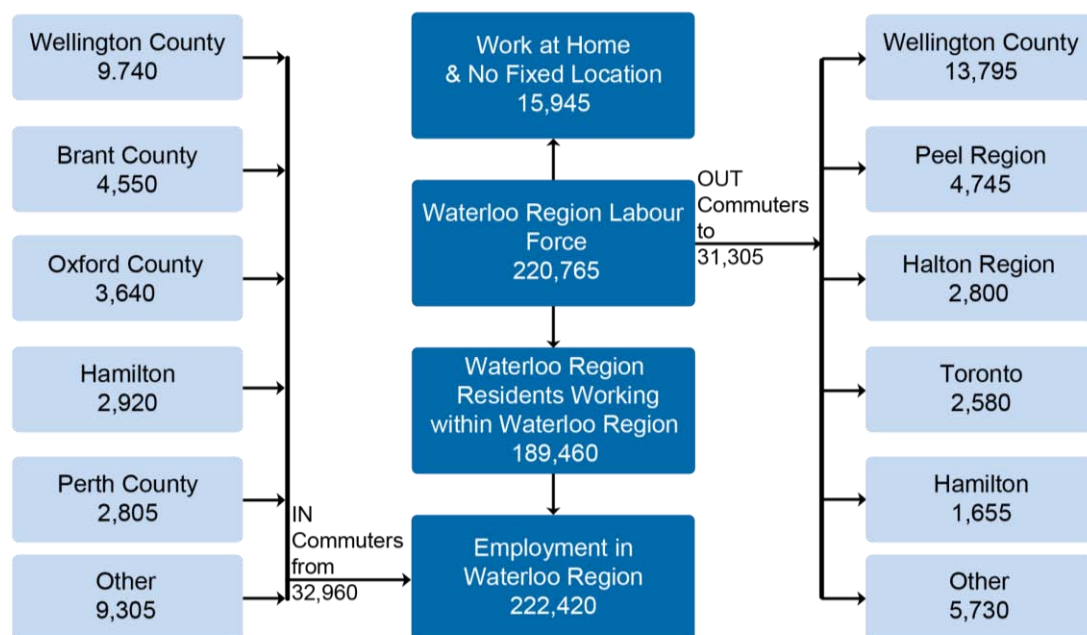
Workforce Commuting

Workforce commuting plays an important role in the economy of Waterloo region, although inbound and outbound commuting is in an approximate balance. Based on a Custom Tabulation (E01925) of the 2011 National Household Survey, 189,460 of the 222,420 people working in Waterloo region also live in Waterloo region.



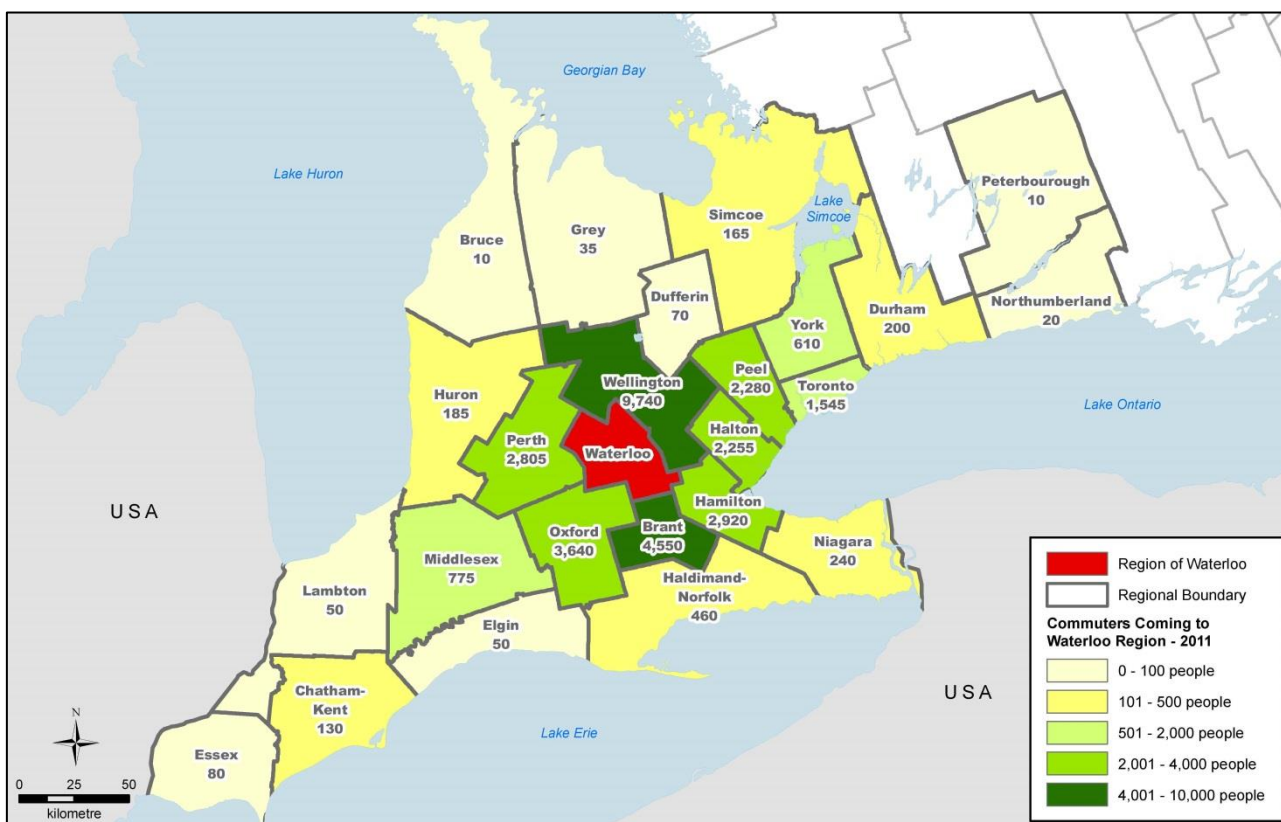
Light rail vehicle exhibit 2013, Kitchener

Of these, 109,225 work within the same municipality as they live, while 80,235 commute to other municipalities within Waterloo region. The 32,960 people who commute to Waterloo region for work come from the regions indicated in Figure 2.8. The largest number of these commuters (30%) commute from neighbouring Wellington County, followed by Brant County, Oxford County, Hamilton, and Perth County. Peel and Halton Region account for approximately 7% of commuters each, while the City of Toronto accounts for 4.7%.

Figure 2.6: Commuting Origins and Destinations⁸

Source: Statistics Canada, 2011 National Household Survey – Custom Tabulation E01925

⁸ Note that the above employment figures differ to those used in the Employment Growth subsection as the custom tabulation used to determine commuter trends includes rounding calculations that result in different employment figures for the region. The subsection on Employment Growth above offers a better reflection of accurate employment figures for the region.

Figure 2.7: Commuter Shed – People Commuting to Waterloo Region

Source: Statistic Canada, 2011 National Household Survey – Custom Tabulation E01925

Table 2.7 illustrates the municipalities that the 32,960 commuters that come to Waterloo region commute to. Cambridge gets the majority of commuters, followed by Waterloo and Kitchener. Wellesley has approximately a third of its jobs in Agriculture and related industries and is geographically furthest from major highways, therefore gets the least amount of commuters.

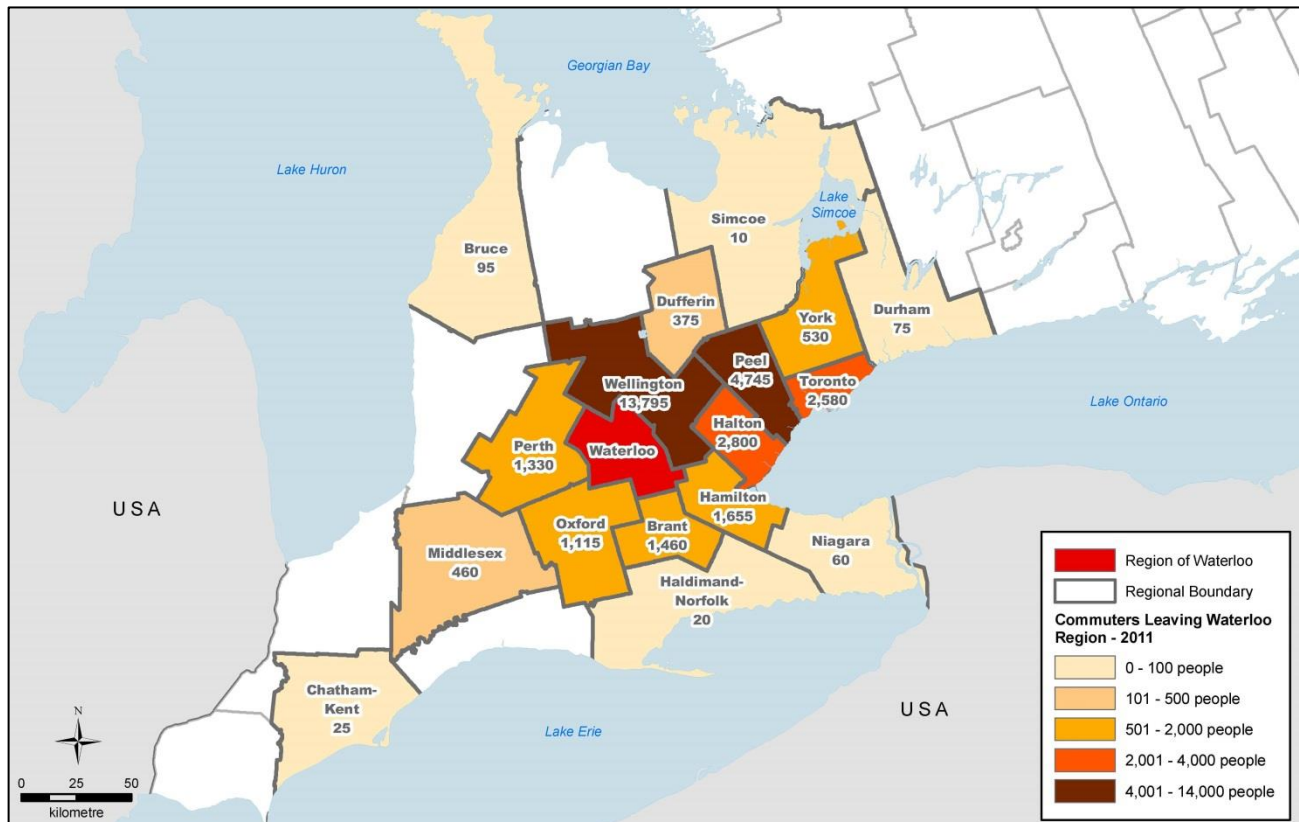
Table 2.7: Destination of Inbound Commuters to Waterloo Region

Commuting to Waterloo Region	
Place of Work	Inbound Commuters
Cambridge	11,595
Kitchener	8,355
North Dumfries	905
Waterloo	8,485
Wellesley	340
Wilmot	795
Woolwich	2,485
Grand Total	32,960

Source: Statistic Canada, 2011 National Household Survey – Custom Tabulation E01925

In terms of commuters who leave Waterloo region for employment, 31,305 people leave the region to commute to other parts of Southwest Ontario. Figure 2.9 illustrates the distribution for these commuters. The majority (44%) go to Wellington County, followed by Peel Region (15%), Halton Region (9%), and the City of Toronto (8%).

Figure 2.8: Commuter Shed – People Commuting Out of Waterloo Region



Source: Statistic Canada, 2011 National Household Survey – Custom Tabulation E01925

Table 2.8 illustrates the municipalities within Waterloo region where commuters leaving the region originate from. The majority (78%) originate from Cambridge and Kitchener. Considering that 8,485 commuters from outside Waterloo region commute to the City of Waterloo, a relatively low number of people commute from the City of Waterloo to outside the region.

Table 2.8: Origin of Outbound Commuters from Waterloo Region

Leaving Waterloo Region	
Place of Residence	Outbound Commuters
Cambridge	13,070
Kitchener	11,325
North Dumfries	765
Waterloo	3,590
Wellesley	430
Wilmot	700
Woolwich	1,425
Grand Total	31,305

Source: Statistic Canada, 2011 National Household Survey – Custom Tabulation E01925

Strategic Implications:

- Ability to access to a larger surrounding labour force has been an important asset for Waterloo region.
- Internal road and transit links are very important to accommodate intra-regional commuting.
- Highway and transit links to Guelph and the GTA are essential to accommodate inter-regional commuting.
- The commuting patterns, particularly to and from Guelph, reflect the fact that the economic region is larger than the geography of Waterloo region.
- Recent proposals for frequent two-way all-day GO service are very important.

2.2 Sectorial Overview

Consultation – Sectorial Perspectives

A series of 9 workshops were facilitated by MGP, and a number of meetings were held, with participants from a cross section of key economic sectors, representing private and public economic interests. The focus of the sessions was to set the economic context for Waterloo region based on the experience of those who have specific economic interest in the region, and who are best positioned to advise on the strengths, issues and potential solutions for their economic sector.

The most important take away from the discussions was confirmation that the current approach to economic development in Waterloo region cannot be sustained. There is broad support in the region for a more collaborative, coordinated regional approach to economic development.

There is a desire to drive Waterloo region forward in a sustainable way that celebrates the unique urban/rural dynamic, and that facilitates growth and excellence across the board.

The following is a summary of the key themes that emerged from the discussions:

- ***Collaboration/Coordination*** - There was a mixture of feedback on how well the region is doing in terms of collaboration. In some cases the collaborative nature of the region is seen as one of the key strengths, but there is also an acknowledgement that collaboration across the spectrum needs to improve, with a stronger focus on a regional approach to economic development.
- ***Governance*** – Discussions around governance focused mainly on the complexities of a two-tier structure. There was general acceptance that the structure is not going to change in the foreseeable future and that there is a need to find the means to work effectively and collaboratively within the structure.
- ***Infrastructure*** – There is recognition that the region has made improvements in terms of infrastructure and has a lot to offer, but also that if the region is to remain competitive, it needs to address infrastructure gaps. There were concerns expressed about the lack of serviced industrial land and delays to bringing the East Side Lands on stream.
- ***Innovation/Economy*** – The innovative nature of Waterloo Region, going back to its historical roots and its ability to reinvent itself, is seen as one of the unique ingredients that have made Waterloo region so successful and distinct from other areas. In terms of facilitating economic growth, time and time again we heard that the focus should be on identifying and addressing the barriers to doing business.
- ***Location/Proximity to Other Markets*** – Many agree that Waterloo region is strategically located within close (but not too close) proximity to Toronto and the GTA. The urban/rural mix offered by the region is seen as one of the defining elements of Waterloo region that continues to attract talent and families.
- ***Marketing/Branding*** – The big message here is that branding and marketing of the region needs to be revisited. The current brand is confused and there needs to be a more coordinated approach to marketing the region, and a need to revisit where the region wants to promote itself.

- **Talent** – There is an appreciation for the universities and college and the talent that they produce. Still, skill shortages exist that need to be addressed. Training should align closely with skill shortages and trends. One of the key messages in relation to talent was the need to provide the right quality of life attributes required to attract and retain talent – good public transport and cycle lanes, thriving entertainment and arts and culture etc. Waterloo region needs to be able to compete with other large urban centres.
- **Transportation** – With the LRT, the airport, access to the 401 corridor, and the prospect of two- way GO service, there is a sense that there is a focus on improving transportation links and infrastructure in Waterloo Region. The airport is seen as a strategic asset. Identified issues related to gaps in public transport services, the need to own a car, and heavy 401 highway traffic.
- **Quality of Life** – Discussions revealed that quality of life is one of the most important factors to consider in the growth and vibrancy of Waterloo region. Waterloo region has many attributes which need to be protected and nurtured, but there is also a need to focus on the facilities and services required to retain and attract talent and families.

Employment Base

Waterloo region's employment base has a significantly greater representation in Manufacturing than any of the other regions in the Greater Golden Horseshoe. Approximately 20% of all jobs are in Manufacturing, which is the largest segment of the regional economy. As noted earlier, a significant portion of these manufacturing jobs are in technology intensive enterprises and advanced manufacturing.

Strategic Implications:

- Waterloo region with its innovative and entrepreneurial culture is well positioned to continue to move towards advanced manufacturing that relies on specialized talent, research and development, and marketing, which reflect an established role in the global value chain.
- There is an opportunity to amplify this inherent strength.
- The other side of this coin is that traditional manufacturing that has relied on lower skills and labour costs as well as a lower dollar will continue to be under competitive pressure in Waterloo region and Ontario in general.

Education & Research

The universities, college, and research organizations are key components of Waterloo Region's economic base. In particular, they have produced a flow of high quality graduates in the science, technology, engineering, and math disciplines, as well as skilled occupations and trades. This talent anchor has long provided a foundation for creativity, innovation, entrepreneurship, research and development, and management of organizations within Waterloo region and elsewhere. The universities and college are strong elements of the Waterloo region brand. The "university town" character has also helped to attract talent from outside the region.

Table 2.9: University and College Enrolment by Institution

	University of Waterloo	Wilfrid Laurier University	Conestoga College
Undergraduate	29,105	12,544	12,270
Graduate	4,035	885	n/a
Total	33,140	13,429	12,270

Source: University of Waterloo, Wilfrid Laurier University, Conestoga College; (2013)

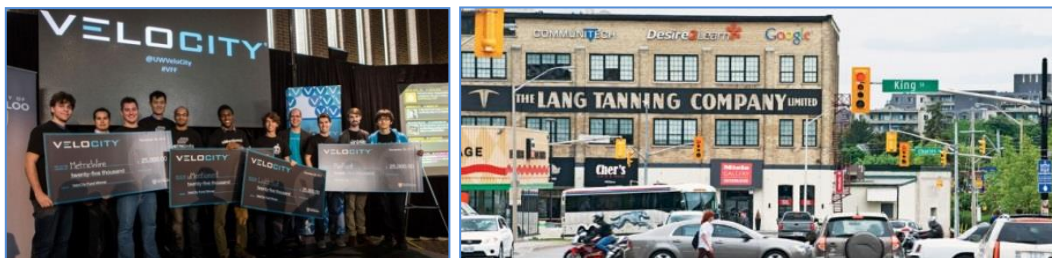
Strategic Implications:

- The continued support and expansion of Waterloo Region's educational pillars is essential to the long term prosperity of the region.
- Demonstrated ability by academic institutions to adapt to the changing landscape of the region, supplying work-ready employees.
- There is an obvious congruence between the talent pool and the growing economic clusters.
- Linkages among Waterloo region and other Greater Golden Horseshoe universities, colleges, and institutions are assets to nurture.
- Employers also need to provide experiential learning to provide "in house" talent.

Technology Sectors

Waterloo region is one of three major Information Communication Technology (ICT) clusters in Ontario. It is home to over 1,000 ICT firms and employed 15,325 in ICT jobs in 2011. This success has attracted (and been attracted by) local investor networks which have stimulated significant entrepreneurship and successful technology start-ups. The confluence of talent, innovation, money, and low barriers to entry, has created a thriving ICT cluster.

In addition to ICT, the “Technology” sector can be considered to include manufacturing establishments that produce advance technology products and include significant investment programs in product or process technology. It is estimated that at least one third of “Manufacturing” employment in Waterloo region (approximately 14,000 jobs), could be considered as being in the “Technology” sector.



Strategic Implications:

- The ICT momentum, based on an evident competitive advantage, needs to be maintained,
- Can the acceleration model be successfully deployed in other sectors such as advanced manufacturing or non-ICT sectors?
- In addition to the traditional ICT sector, a significant portion of manufacturing activity in Waterloo region can be considered as technology related.



The Agricultural Sector

The Toronto-Waterloo region corridor is one of the largest food processing corridors in North America. The Agriculture and agriculture related industries are one of the economic foundations of Waterloo region and remains generally strong in the face of continental competition for local and global markets.

The local on-farm producers are finding markets for artisanal products but face challenges from the perspective of health and safety regulations, marketing, and distribution.

The larger scale producers and food processors have many issues that are more akin to that experienced by other manufacturing. The Waterloo region location is good, the markets are growing, but expanding production is problematic in some cases.



Heidelberg Farm, St. Jacob's

Strategic Directions:

- There are opportunities to strengthen the smaller scale producers.
- Larger scale producers who want to expand face their own set of regulatory and approval challenges, and improvements need to be made in the process that enables them to take advantage of profitable markets domestically as well as export.

Arts, Culture, and Tourism

Arts, Culture, and Tourism as a sector is particularly important to Waterloo region. It is a significant source of employment; it provides functions and facilities that are important to the economy as a whole; it welcomes visitors to Waterloo region; and it contributes to the quality of life that helps attract and retain Waterloo region's talented population.

Strategic Implications:

- The arts are a magnet for the kind of well-educated talent that is essential to all sectors of the Waterloo region economy.
- The arts also differentiate Waterloo region from other, often suburban areas that compete with Waterloo region. A strong arts and culture network is an essential component of Waterloo region's competitive advantage.
- Waterloo region's vibrant tourism events and destinations also differentiate the region and are part of its brand, particularly for visitors from other Greater Golden Horseshoe regions.
- Hotel and meeting/conference facilities are essential to Waterloo region's economy. As the employment and population expand, the demand will increase and an appropriate mix of facilities will be required.

Finance, Insurance, Real Estate

The Finance, Insurance, Real Estate services sector (with approximately 21,000 jobs) is one of the fundamental and long standing components of Waterloo region's economic base. The banking and insurance industry, in particular, has been well established in Waterloo region for a very long time, and the major companies have large global operations based in Waterloo region.

Strategic Implications:

- The sector has been very strong over a long period of time and is a major employer.
- The availability of talented employees, who are drawn to the high quality of life, is a key attraction – which is similar to other high performance businesses in Waterloo region.
- Issues such as transit, the educational institutions, housing, quality of life, and urban amenities are salient to this sector.

Health Care

Excellent and accessible Health Care is a foundational element in the Waterloo region economy. Employment share for health care in Waterloo region is somewhat below that of other regions in central Ontario. As the population ages and increases, this sector can be expected to grow. Waterloo region's quality of life and its proximity to Toronto has been an asset with regard to physician recruitment, although Waterloo region is falling behind in its relative number of family physicians and specialists compared with other regions of the province.

Strategic Implications:

- Continued investment in health care services provides a direct and indirect link to economic growth.
- Continued recruitment efforts are essential.
- Increased collaboration by the post-secondary education institutions on health and health care initiatives.

Retail Commercial Sector

The Retail Commercial sector is a major employer that provides an essential service to residents and opportunities for city building. The policies of the Area Municipalities provide direction on the desired location and structure of the retail environment and commercial environment in general.

Strategic Implications:

- Retail responds to growth and market demand which means that additional facilities will be required as the region grows.
- Well located retail assists in structuring neighbourhoods, and retail in the core area (along with services and entertainment) provides opportunities to improve the quality of the urban realm.

Small and Medium Enterprises

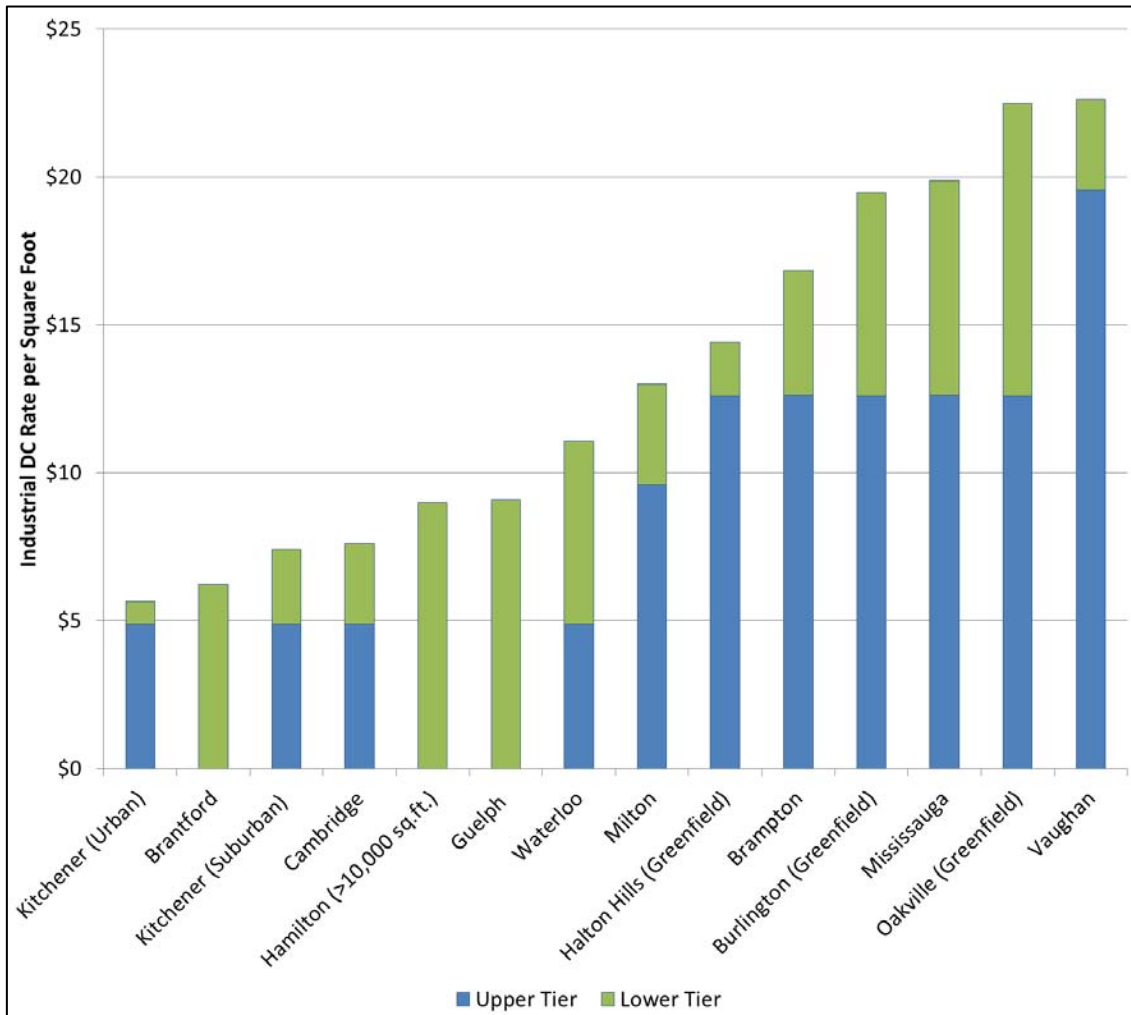
Small and Medium Enterprises (SMEs) are major sources of entrepreneurship and employment within the region. They are a key source of dynamic economic growth and job creation, and their growth opportunities increasingly lie in the “tradable sectors” which export goods and services to other regions and countries.

Strategic Implications:

- SMEs generally need better access to programs that are available to support them.
- SMEs need better access to export markets.
- SMEs have issues and needs that are different from those of larger organizations.
- The growth and sustainability of SMEs needs to be part of an economic development strategy.

2.3 Land and Infrastructure**Cost of doing Business**

Waterloo region is a lower cost location than other regions within the Greater Golden Horseshoe. Incomes are somewhat lower as are house prices. Industrial land costs, including development charges, are generally less than in the cities and regions to the east that share the 401 corridor.

Figure 2.9: Non-Residential Industrial Development Charges per Square Foot

Source: Region of Waterloo, September 2014

Strategic Implications:

- Waterloo region's comparative cost advantage within the Greater Golden Horseshoe needs to be maintained or widened.

Land Supply

There appears to be a balance between the supply of designated industrial land and the longer term demand. However, the availability of immediate supply ("shovel ready" or "90 day" land) appears to be an issue.

Strategic Implications:

- Waterloo region cannot afford to compromise the expansion of existing local employers or new entrants, particularly in the tech and advanced manufacturing, due to lack of suitable site locations.
- Efforts to promote Waterloo region as a location for new, as well as expanding, business will be compromised if appropriate sites are not immediately available.

Infrastructure

Waterloo region's Area Municipalities and the Region of Waterloo have strategies in place to upgrade and expand water and wastewater infrastructure as required. There are capacity issues with the existing power grid, but there is a plan in place to resolve this.

Waterloo region's Transportation Master Plan has identified road and highway upgrades to facilitate the movement of people and goods within the region and externally. The LRT, in particular, represents a very important addition to transit infrastructure. It will not only move people but represents Waterloo region's participation in the "big leagues" as a forward thinking region.

Waterloo region's airport is an important strategic asset that facilitates economic growth and provides a location for aviation and aerospace related employment.

Strategic Implications:

- Continued improvement in road and highway connectivity is essential to the growth of Waterloo region's economy.
- The continued expansion of transit is essential for functional reasons and also branding.
- Regional transit links such as expanded GO service, by rail and bus, is also essential to link Waterloo region to adjacent employment centres and beyond.
- The airport provides unique economic opportunities that need to be protected and further exploited.
- Opportunities to continually expand the fibre optic infrastructure need to be embraced.

2.4 Policy Context

Existing Municipal Planning Policies

The current planning policies of Waterloo region Area Municipalities identify economic growth as a goal, but are generally accommodative and not proactive. This is particularly true of the Region of Waterloo which has policies to accommodate growth but has not been directly involved in promoting economic development. The only organization with a mandate to focus on economic development across the region is Canada's Technology Triangle Inc. However, its mandate is confined to promoting foreign direct investment.

Strategic Implications:

- This has led to recognition of the need for a coordinated approach to defining and delivering a region-wide economic development strategy.

Provincial Growth Plan

The Provincial Growth Plan forecasts imply that employment in Waterloo region will grow at a slower rate than in the past. However, the rate of employment growth as well as the nature of growth in Waterloo region is, to a certain degree, a strategic choice.

Strategic Implication:

- The achievement of superior economic growth performance in Waterloo region is reflective of the opportunities and successful investment attraction initiatives that are pursued through the Economic Development Strategy.
- To achieve the Growth Plan employment targets an additional 52,000-62,000 jobs in Waterloo region will be required over the next 10 years. For strategic planning purposes, this is a target that must be achieved or exceeded over the next 10 years if Waterloo region is to maintain or improve its relative standing in the larger economy of southern Ontario.

Local Economic Development Strategies

The Cities of Waterloo, Kitchener, and Cambridge and the Township of Woolwich have existing economic development strategy documents. They are generally similar in their overarching theme of embracing growth locally that fits with the particular character of each of the Area Municipalities. These themes include: urban and innovation for Kitchener; advanced manufacturing and knowledge based small and medium enterprises for Cambridge; education, innovation and name recognition for Waterloo, and agriculture, manufacturing, tourism for Woolwich.

Strategic Implications:

- Individual Area Municipalities have defined their particular opportunities and strategic focus.
- At a regional level, there is an opportunity to maintain local priorities and to align strategies to strengthen the value proposition of the combined communities.
- Area Municipalities may include specific strategies to facilitate target investment in each community.

3.0

STRATEGIC DIRECTIONS

There are three key components to the Strategic Directions: the Vision Statement, the Strategic Goals and the Objectives:

- The Vision Statement reflects the collective winning aspiration.
- The Strategic Goals provide direction to the Economic Development Strategy and broadly define the essential priorities.
- The Strategic Objectives define what is needed to be achieved to move toward the strategic goals.

3.1 Developing a Strategy

The purpose of the Waterloo Region Economic Development Strategy is to align the policies and activities of public and private organizations towards a future of envisioned economic prosperity. The strategy is composed of the following:

- A Vision Statement;
- Strategic Goals that reflect and incorporate the aspiration of the Vision Statement;
- Strategic Objectives that need to be achieved in order to meet the Strategic Goals; and,
- A set of specific Actions that is required to meet the Objectives and to implement the Economic Development Strategy.

3.2 The Vision Statement

The purpose of a Vision Statement is to present a concise description of the motivating aspiration for Waterloo region's economy. This vision not only describes a strategic direction, but also reflects the inherent strengths that differentiate Waterloo region from other regional economies.

“To be Locally Rooted, Internationally Competitive, and Globally Renowned”

“Locally Rooted” – to respect, celebrate, and grow from the region’s historical roots as an industrious, entrepreneurial, creative, collaborative, problem solving community.

The residents of Waterloo region are rightfully proud of its long history of collaboration, innovation, entrepreneurship, and resilience. Waterloo region has a tradition of economic success, and its future is rooted in these long established values.

“Internationally Competitive” – to build on and complement the strong economic sectors within Waterloo region.

Waterloo region is not only locally rooted, but also outward looking. Its companies and institutions play in an international field and are successful because their ideas, services and products compete successfully. Waterloo region is mindful that it is essential to continually improve its competitive edge as a place to live and to locate business. Being innovative, entrepreneurial and internationally competitive brings global awareness of Waterloo region. The global brand of Waterloo region is being continually enhanced through the development of international relationships.

“Globally Renowned” – to become a region with instant recognition, synonymous with excellence, and a desired location with world-class attributes.

The Vision Statement reflects a positive and proactive aspiration to enhance Waterloo region’s global reputation, to focus on and communicate its competitive advantage, to always remember that sustainable success begins at home and is rooted in the values and hard work that have always made the region internationally competitive and globally renowned.

Four Strategic Goals have been identified that are the guiding principles to fulfilling the Vision for Waterloo region. Each of these Goals is supported by a specific set of objectives. The four Strategic Goals are:

- Goal 1: To be the premier location for innovation and entrepreneurship.
- Goal 2: To be the most competitive location for new and expanding companies and institutions.
- Goal 3: To be a resilient, engaged, and dynamic economic ecosystem.
- Goal 4: To be a community of choice for talented people.

3.3 Goal 1: To be the premier location for innovation and entrepreneurship.



Waterloo region has a strong successful economy that has been built on a tradition of innovation and entrepreneurship. A number of sectors including the Information, Communication and Technology sector, and the Advanced Manufacturing and

Financial Services sectors have excelled as a result. The combination of new ideas and new technologies to form new products and services has been a fundamental generator of economic success for Waterloo region. The new strategy for expanding the economy must include a strong and continued commitment to being a high performance region which is on the cutting edge for creating and deploying new technologies.

Strengthening the culture of innovation and entrepreneurship will require the achievement of a number of specific objectives that focus on the sources of innovation and entrepreneurship. This encompasses the sources of research, applied ideas, and talent generation. Specific Objectives include the following:

Objective 1.1: To continue to expand the universities and college role in innovation and entrepreneurship.

- The academic institutions in Waterloo region are a major source of ideas, expertise and talent. Every effort must be deployed to expand their capacity to generate these sources of innovation and entrepreneurship. This will entail the expansion of existing academic purposes which in turn will rely on increases in the budget resources.
- The achievement of this Objective will require the attraction of more research institutions and the expansion of existing research centres.

Objective 1.2: To strengthen the culture of innovation within existing businesses and organizations.

- Many of Waterloo region's businesses have prospered because of their culture of continuous innovation. In particular, Waterloo region's well known Technology and Manufacturing sectors have successfully developed new products and improved manufacturing processes that have provided a competitive edge.
- Strengthening the culture and practice of innovation is essential within existing business and public sector organizations.
- Many of Waterloo region's business and organizations are in sectors that are targeted by policy initiatives of other levels of government and the WREDS should ensure that maximum available resources are utilized by Waterloo region businesses and organizations.
- The WREDS should provide a platform for transferring ideas and knowledge among existing businesses and ensuring the maximum diffusion of ideas and experience.
- Innovation needs to be continually promoted as a core value of the region and recognized as one of the main drivers of past and future prosperity.

Objective 1.3: To attract new high quality, promising, innovative organizations and businesses.

- Waterloo region needs to build on its success of not only nurturing home-grown innovation, but also the attraction of investment by multinational leaders in innovation, design and process.
- It needs to have an aggressive program to identify and attract organizations and businesses that are innovation leaders.
- To attract new business investment to Waterloo region, a comprehensive communication and marketing program must be created and implemented. This program should focus on all aspects of marketing; branding; target identification information; attraction and accommodation. The marketing should be both local and global in scope. It should provide a coordinated approach to marketing that aligns the marketing efforts of all of the Area Municipalities within the region.

Objective 1.4: To establish aggressive targets for expanding existing business, attracting new businesses, and start-ups.

- The WREDS should build on the successful start-up facilitators and incubators such as Communitech and the Accelerator Centre, which provide support, business planning and linkages to venture capital.

Objective 1.5: To promote international recognition as a world class community.

- The marketing program needs to build on the networks and good work of CTT.
- The Waterloo region story and the region's evident attributes as a location for international business need to be nurtured and enhanced through the marketing program.
- Maintaining a strong focus on foreign direct investment not only attracts potential companies but also validates the international image of Waterloo region to existing businesses and organizations.

3.4 Goal 2: To be the most competitive location for new and expanding companies and institutions.

Waterloo region needs to continually sharpen its competitive edge in order to be the most appealing region for attracting and retaining companies and institutions. It must continue to be a fertile ground for creative institutions and profitable enterprise. This means ensuring that the essential inputs for each type of organization are available at higher quality and at appropriate costs. It means that competitive land and locations are available, and that a talented and dedicated labour force is available. It also means proactive and effective decision making and a “can-do” philosophy within the local private and public sectors.



The set of criteria and locational attributes sought by various companies and institutions will be very different from one to the other. In order to become the most competitive location, the challenge for Waterloo region is to identify these deciding factors and to outperform other regions on as many of them as possible.

Crucial to achieving this will be a new regional approach to business retention and attraction, and an efficient and effective path through the government decision making system. It will also require the provision of readily available employment land, excellent infrastructure and transportation system, available talent, and diverse cultural, entertainment and recreational opportunities.

Objective 2.1: To communicate a compelling value proposition to foreign and domestic companies and institutions.

- Waterloo region needs to tell its story in a way that resonates with foreign and domestic companies and organizations that are not presently represented within the region's economy.
- The competitiveness of the region as a location for business needs to be continually monitored and communicated. This includes monitoring all salient costs of doing business and benchmarking these against those of competing economic regions.
- This value proposition needs to be communicated through the Communications and Marketing Plan.

Objective 2.2: To ensure a continuous and immediately available supply of diverse locations for new and expanding businesses.

- All successful and growing businesses within the region are naturally looking at options for investment in expansion. All new businesses that are interested in coming to the region need locations, land or premises that meet their particular needs.
- It is essential that these needs are understood and locations are available for immediate use. This will include land parcels of various size and location, and existing and available industrial and office locations. It will also include greenfield, brownfield, suburban and downtown locations.
- The creation of an appropriate portfolio of available land and buildings is a necessary pre-condition for attracting new employment for future economic growth.

Objective 2.3: To ensure competitive costs of location, attracting talent, and doing business.

- It is essential to ensure that the costs of doing business are competitive with other locations, particularly those elsewhere in the GGH.

- One of the direct costs of employment location is the development charges that are applied to land and buildings. These are required to offset costs of municipal infrastructure, but they need to be reviewed to ensure that the development charges policy is aligned with the objective of ensuring competitive costs of location.

Objective 2.4: To make full use of all relevant programs available from other levels of government.

- Federal and provincial economic development programs are designed to attract and retain employment generating organizations. The region needs to be aggressively pursuing all of these funding opportunities and ensure that local businesses and organizations make maximum use of them.

Objective 2.5: To ensure fast and effective municipal decision making.

- Businesses are sometimes frustrated by the process of government decision making, especially at the local level.
- An objective of the economic development strategy is to reduce any unnecessary red tape and delays in decision making without compromising overall municipal priorities.
- The decision making process that affects economic development needs to be reviewed by Area Municipalities to identify opportunities to facilitate more effective decision making processes.
- Where possible, the time required to clear/fulfill requests for action should be reduced.
- Consideration should be given to providing a first point of contact system or concierge service that assists employers to locate or expand within Waterloo region.

Objective 2.6: To create the most efficient transportation system to meet the needs of a growing regional economy.

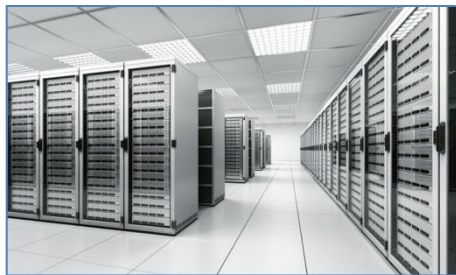
- Accessibility from Waterloo region to external destinations and the movement of people and goods within the region is an important generator of economic growth.
- Transportation facilitates logistics and goods movement, it facilitates commuting within the region and with the labour pools in adjacent municipalities.

- The talented labour force that drives innovation and entrepreneurship in the tech sectors is attracted to urban environments that have excellent local and regional transit.
- Some major transportation infrastructure is dependent on the Province and the priorities of the individual Area Municipalities within the region and also affected by the priorities of adjacent municipalities. The planning and priorities of local and provincial government must be aligned to implement transportation projects.
- Where possible, the implementation of major regional transportation and transit initiatives needs to be accelerated.

Objective 2.7: To ensure that all local infrastructure is sufficient to meet the needs of Waterloo region.

- In addition to transportation, other hard infrastructure, including water, wastewater, power and communications, must be expanded to meet the demands of expected growth.
- These infrastructure initiatives must be implemented in a timely way to avoid unnecessary constraints on economic growth due to insufficient infrastructure capacity.

3.5 Goal 3: To be a resilient, engaged, and dynamic economic ecosystem.



Waterloo region's economic ecosystem is dynamic and encompasses many themes and mutually supportive components that thrive together within the unique environment of innovation and entrepreneurship.



One of the components is the high growth Technology sector where the barriers to entry can be low, the rewards can be sustainable, yet there is an inherent volatility. The high growth Technology sector often leads the economic narrative and image of Waterloo region.



The regional economic ecosystem also includes the stalwart sectors such as manufacturing. Unlike other regions in Canada, manufacturing still represents the single largest source of employment.

Another stalwart is the financial sector, which has been long established and continues to thrive even as new technology is changing the nature of the sector's organizations.

These high growth traditional sustaining sectors are supported by a full spectrum of personal service, business service, and government.



The educational institutions and the research organizations are not only generators of innovation and talent; they are also major employers in their own right, and play a significant role in positioning Waterloo region on the global stage. As they expand their academic and research programs, they stimulate local employment and productivity, and build on the region's reputation for education and research. It is also fitting that education and research are embedded in Waterloo region's four economic goals given that investment in research and innovation is one of the strategic actions outlined in the Government of Canada's Economic Action Plan 2013.

Agricultural production and food processing are also a defining component of the regional economic ecosystem. While the supply of agricultural land is finite, the area remains an important location for agricultural and food processing industries.



The WREDS must focus on ensuring that this economic ecosystem remains resilient, dynamic and mutually supportive.



Objective 3.1: To support and stimulate new and existing high growth sectors.

- The region's high growth sectors include the high tech software, communication technologies, and advanced manufacturing. These are the engines of growth for the future and it is essential that they be given priority attention.
- The high tech/high growth sectors that are particularly compatible with the region's strengths include: data centres/cloud computing; robotics; data analytics; advanced manufacturing; high performance computing; internet of things/industrial internet; green energy; advanced logistics; cyber security; wireless technology; nano-technology; and proliferation of new approaches to data, communication, entertainment and e-commerce. These need to be targeted through a comprehensive marketing program.
- The Accelerator Centre model has been successfully deployed in Waterloo region's Technology sector and needs expansion and diversification to other sectors.
- Additional low cost incubator space is required for start-ups.
- There needs to be a focus on continuing to enhance and expand global relationships and to amplify efforts to attract foreign direct investment.
- The venture capital network and its relationship with start-ups and expanding tech companies is an important element within the economic ecosystem. Programs need to focus on exposing more venture capital opportunities to more of the region's creative entrepreneurs.

Objective 3.2: To support and stimulate strong traditional employment sectors.

- The strong traditional employment sectors include: Manufacturing; Finance/Insurance; and Business Services. These lower growth, bedrock sectors warrant strategic attention to ensure that Waterloo region remains a profitable business location.
- Partnerships and collaboration need to be nurtured to share experience and approaches for the diffusion of technology and best management practices.
- Wherever possible, the traditional sectors need to be connected with the high growth/high Technology sectors to identify and exploit areas of common business interest.
- The non-tech workforce, which has been very productive and which has sustained many of the more traditional production operations, needs to have the maximum possible access to resources for training and skills upgrading.

Objective 3.3: To ensure a robust services sector that support a healthy, growing economy.

- The service sector represents a significant component of the economy of the region. As the economy and population grow, the need and demand for services also expands.
- The size and diversity of the service sector is not only a reflection of growth, but is also a necessary driver of growth. The higher the quality of commercial and government services, the more attractive the region is to new firms and to new talent.
- It must be a strategic objective to accommodate and stimulate the growth of the private and government services sectors.
- The residential and non-residential construction industry benefits from economic growth and is also an important contributor to a dynamic and competitive economic region.

Objective 3.4: To nurture small and medium sized enterprises (SMEs).

- Establishments with less than 75 employees, provide almost half (48%) of all jobs within Waterloo region. Small and medium sized enterprises make up the majority of establishments in all sectors – even public administration. These SMEs are the source and manifestation of most of the region's innovative and entrepreneurial efforts.
- SMEs have many common issues including great ideas and committed owners, but often poor access to markets, investment capital and management resources.
- The WREDS needs to incorporate a SME development program that focuses specifically on the needs of this important component of the Waterloo region economy.

Objective 3.5: To leverage the region's post-secondary institutions to the fullest extent.

- The University of Waterloo, Wilfrid Laurier University and Conestoga College are essential drivers of the region's economic success. These institutions attract talent, create talent and nurture cutting edge innovation.
- WREDS focuses on encouraging the expansion of academic programs and enrolment. This includes the attraction of sustainable funding and the build-out of the three academic campuses.

- In addition to the teaching faculties, it is also an objective of the WREDS to encourage the expansion of existing research institutions and to attract new institutions to the region.

Objective 3.6: To support the growth, long-term viability, and vibrancy of Waterloo region's agriculture, agribusiness and agri-food sector.

- Agriculture, agri-food and rural employment has been a key sector and a major source of innovation and entrepreneurship in Waterloo region. WREDS calls for the enhancement of the Agricultural sector – increased productivity; protection of existing farm land and processing facilities; and encouragement of developing new innovative products and markets.
- Agriculture has been, and continues to be, a very important sector in Waterloo region. Small producers have reached out for assistance with strengthening the co-ordination of various players in the Agriculture sector in Waterloo region. Special interest must be paid to ensuring the long-term viability and vibrancy of the sector.

3.6 Goal 4: To be a community of choice for talented people.

Economic growth and sustainability is all about the people who continue to choose Waterloo region as a place to live, learn, work, and have families. It is the sense of place, of history, and of having a unique character that is the bedrock to Waterloo region. It is a culture of creative and diverse “do-ers” that seek a high quality of life in a unique multifaceted environment that is at once big city, urban, small town, rural, and university town.



Goal 4 explicitly recognizes the need to continue to nurture the quality of life and unique character of Waterloo region that attracts people and organizations.

Objective 4.1: To become recognized as a major location for art and culture.

- The growth and vibrancy of the Arts and Culture sector has been identified as a means of attracting and retaining talented people and their families to live and work in Waterloo region. Area Municipalities should continue to update and maintain the cultural map for Waterloo region, and ensure that this valuable data is used and promoted to its fullest potential.
- A complete calendar of festivals and events is important to ensure that Waterloo region provides a full complement of activities throughout the year, and to ensure that there is no significant overlap of major events.
- The Arts and Culture sector needs to be recognized as a significant contributor to the growth of the regional economy. Every effort should be made to facilitate the growth of the sector by promoting and supporting local artists and cultural organizations.

Objective 4.2: To create a green, sustainable, efficient region, that anticipates growth.

- Waterloo region's green spaces should continue to be protected. They should be more accessible for recreation and better promoted.
- Demand exists in Waterloo region for better active/alternative transportation infrastructure. Waterloo region should strive to provide an excellent and extensive alternative transportation network with links that reach throughout the region.
- Waterloo region is special because of its rural/urban dynamic. As the region grows, it will be important to maintain this unique sense of place, by continuing to focus on the revitalization of the downtowns and by ensuring vibrant rural communities.

Objective 4.3: To ensure an appropriate mix of housing that reflects the needs and aspirations of current and future residents.

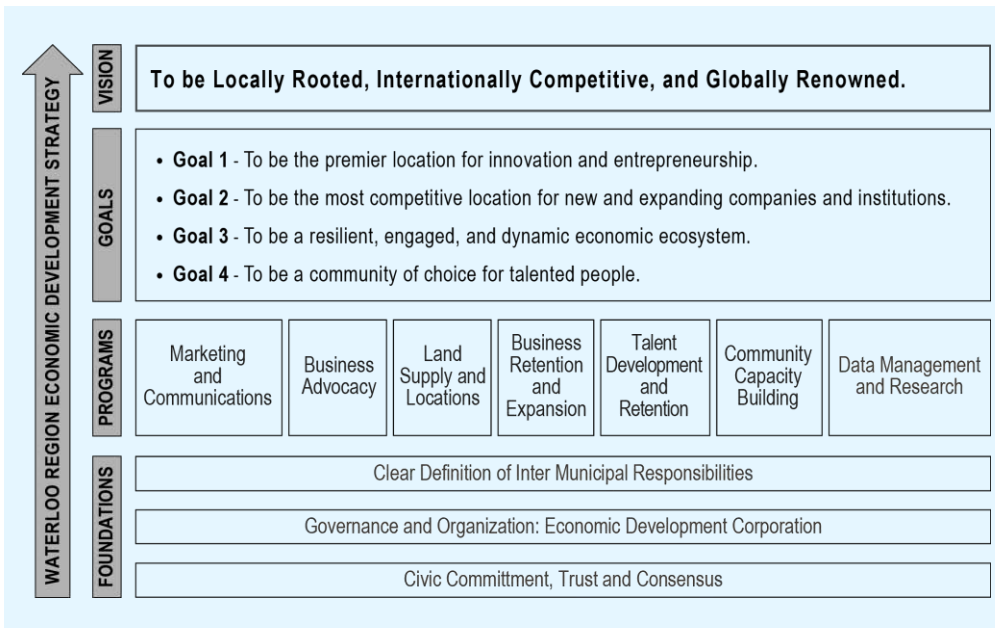
- In order for Waterloo region to remain an attractive place to live, work and play, it is vital that there is a continual supply of competitively priced, tastefully designed housing that meets a diverse set of housing needs.

Objective 4.4: To build on excellence in local education.

- Waterloo region is synonymous with education and the sector is a major contributor to the region's economy. Waterloo region's reputation relies on the ability of secondary and post-secondary institutions to maintain their high standards of educational excellence.
- It is important also for Waterloo region to provide a standard of education that matches the needs of all of its students.
- Provide opportunities for ongoing professional development.

4.0

IMPLEMENTATION



4.1 WREDS Actions

Ultimately, the Strategic Vision, Goals and Objectives outlined in Section 3.0 must be implemented by a set of specific Actions. These proposed Actions will be carried out through the coordinated efforts of multiple organizations in Waterloo region that include the new Waterloo Region Economic Development Corporation, the Region of Waterloo, the Cities of Waterloo, Kitchener and Cambridge, the Townships of North Dumfries, Wellesley, Wilmot and Woolwich, as well as educational institutions, the Chambers of Commerce, non-governmental organizations, and the private sector.

A set of economic development Actions were identified through a series of workshops and discussions with economic development staff and practitioners from within Waterloo region (see Appendix A).

The Actions will become the basis of the initial work plan for the new Waterloo Region Economic Development Corporation in partnership with the Region of Waterloo, the 7 Area Municipalities, the institutions and corporate organizations. It is expected that one of the first tasks of the organization will be to confirm the definition and priorities of these proposed Actions.

4.2 Organization

The organizational requirements necessary to implement a region-wide Economic Development Strategy was the subject of an earlier study by Malone Given Parsons Ltd. The report recommended the establishment a Waterloo Region Economic Development Corporation (WREDC) with a mandate to coordinate a wide spectrum of economic development services and to attract public and private investment to Waterloo region. Its purpose would be to implement economic strategy, and would have the following characteristics and responsibilities:

- To have the objective of consolidating strategic economic development functions under a single organization that provides clear and transparent focus, accountability, and more efficient deployment of staff and financial resources.
- To be a non-profit agency that is separate from, but ultimately controlled by, the Region of Waterloo and the 7 Area Municipalities.
- To vest the formal control of the WREDC with the Regional Municipality of Waterloo, the City of Cambridge, the City of Kitchener, the City of Waterloo and the four Township Municipalities.
- To incorporate and expand upon the existing business investment and attraction programs currently carried out by CTT, as part of the broader mandate proposed for the new WREDC.
- To be governed by a non-political professional board of directors, with substantial representation from the private sector.
- To enter into a partnership agreement with the Area Municipalities that defines the specific economic development roles and responsibilities of all parties.
- The mandate of the WREDC would be:
 - To coordinate the implementation of the Waterloo Region Economic Development Strategy;
 - To attract and accommodate new investment in Waterloo Region from business, government, and institutions;

- To have responsibility for regional economic development marketing – nationally and internationally;
- To foster strong relationships with strategic regional businesses and to support and coordinate new business relationships with and among the Area Municipalities;
- To coordinate the collection, analysis and publication of regional data and information that is relevant to the planning, marketing and monitoring of economic development;
- To work with the Region of Waterloo and Area Municipalities to ensure an appropriate and available supply of land and locations;
- To advocate community capacity building that supports investment attraction; and,
- To manage and be responsible for advocacy with other levels of government on economic development matters including infrastructure.
- The organization will be funded by the Region of Waterloo, and the Area Municipalities. It is anticipated that private sector funding will also be sought, particularly for specific programs that reflect specific market or sector priorities.
- The Area Municipalities will retain responsibility for the specific local economic development issues which would be coordinated by appropriate mechanisms as laid out in a proposed partnership agreement.
- Area Municipalities would:
 - Continue to be actively engaged in local business retention and expansion, with the WREDC responsible for organizations of strategic regional importance;
 - Continue to provide local marketing outreach, but with coordinated market themes and consistent factual material provided by the WREDC; and,
 - Promote local events and cultural programs and activities.
- The WREDC will act as a catalyst on regional economic development issues working with and on behalf of the local and regional government, shareholders, the private sector and major regional institutions.

As of this writing, each of the Municipal Councils has supported the principle of a Waterloo Region Economic Development Corporation. It is anticipated that the new organization will be formally created and activated in 2015.

4.3 Program Priorities

With the establishment of the Waterloo Region Economic Development Corporation, the Actions identified in Appendix A will need to be grouped into Programs that can be managed by the new organization and by municipal partners.

Figure 4.1: Attracting Investment & Implementing Economic Development



Source: Malone Given Parsons Ltd.

Marketing and Communications

The attraction of investment to Waterloo region requires a comprehensive marketing and communication program that brings together the relevant Actions needed to communicate and sell the regions value proposition.

This will involve strengthening the Waterloo region brand, creating alignment amongst the marketing programs of individual Area Municipalities, building on the region's success, and focusing on regional and global opportunities. It will also involve managing on-going relationships and providing assistance to facilitate the location of operations of new and expanding businesses.

The creation and implementation of a comprehensive marketing and communication program should be led by the WREDC and needs to be commenced as soon as the organization becomes operational.

Table 4.1: Priority Actions for Marketing and Communications

Marketing and Communications	
2015	1.2.4 - Promote innovation that occurs in Waterloo region as core value of the region.
2016	1.3.1 - Identify specific priority target organizations and companies.
2016	1.3.2 – Create and implement a comprehensive marketing and communications program for Waterloo region.
2016	1.5.1- Incorporate a focused and effective program for investment attraction within the comprehensive marketing and communications strategy for Waterloo region.
2016	3.1.1 - Target and aggressively promote new technology employers.
2016	3.1.2 - Focus on relationships with global partners and attraction of foreign direct investment.
2016	3.1.3 – Strengthen the venture capital network.

Organizational Alignment

There is a need to ensure that all organizations in Waterloo region that are involved in economic development are focused on efficient decision-making that facilitates investment attraction without compromising other mandates.

There are also opportunities to consolidate existing economic development activities within WREDC.

Table 4.2: Priority Actions for Organizational Alignment

Organizational	
2015	2.5.1 – Establish a first point of contact/concierge service for companies that wish to locate, relocate, or expand in Waterloo region.
2016	1.2.3 – Evaluate the possibility and potential impacts of transferring the Manufacturing Innovation Network (MIN) to the WREDC.
2016	1.4.1 - Maintain and expand the capacity and the organizational infrastructure to support start-ups and existing businesses.

Advocacy and Intergovernmental Relations

An important component of the economic development strategy is a program for advocacy and intergovernmental relations. Strengthening the capacity of the region to attract private investment requires securing continual public investment in infrastructure and economic programs within the region by the Provincial and Federal governments. It is essential that the region maximize the policy and financial benefit from senior levels of government.

Table 4.3: Priority Actions for Advocacy and Intergovernmental Relations

Advocacy and Intergovernmental	
2016	1.2.2 - Maximize funding partnerships and information sharing between Province, Federal Government, and private sector.
2016	1.1.3 - Support community organizations with a focus on innovation and environment.
2017-2019	3.5.2 - Encourage new institutions/programs that align with the region's strong sectors.
2017-2019	1.1.2 - Attract more research institutions and expand existing research centres.
2017-2019	3.6.1 - Create a Waterloo Agricultural Industry Strategy.
2020+	3.5.1 - Support educational institutions to full build-out of their campus plans.

Data Management and Research

Fact-based decision making requires a robust program of on-going data management and research. This includes research that:

- Supports continual refinement of the strategic focus;
- Provides relevant and timely content for the marketing and communication initiatives;
- Provides a basis for investment advocacy with upper tier governments;
- Provides intelligence on events and trends that may affect exiting businesses;
- Provides a centralized and up-to-date database of potential sites and locations that are available for new or expanding business;
- Identifies key performance indicators for the regional economy and benchmarks the achievement of the Strategic Goals and Objectives.

Table 4.4: Priority Actions for Data Management and Research

Data Management and Research	
2015	2.2.1- Create a centralized database of available land and buildings.
2015	2.4.1 - Compile and maintain an up-to-date inventory of all provincial/federal programs and incentives that can be accessed by Waterloo region's businesses, institutions, and Area Municipalities.
2016	2.1.1 – Analyze and monitor competitiveness annually.
2017-2019	2.7.1 - Annual review of capacity expansion plans for communication, power, water and sewer.

Land and Location

Ensuring an appropriate and available mix of land and locations is essential to attracting investment to the region. The Region of Waterloo, City of Waterloo, City of Kitchener, and City of Cambridge have policies to increase the supply of employment land and locations. This critical element of economic development requires careful monitoring to ensure that sufficient supply is continually available at competitive prices and that this supply is congruent with the requirements of business expansion and investment attraction. Formal reporting on employment land supply and availability needs to occur on an annual basis. This reporting process should also encompass office locations, and brownfield and other redevelopment opportunities to increase employment within the urban envelope.

Table 4.5: Priority Actions for Land and Location

Land and Location	
2015	2.3.1 - Conduct a development charges review to ensure a competitive cost environment.
2015	2.2.2 – Ensure that there is a continuous supply of greenfield land, brownfield projects, and available industrial and office space that matches the expected demand profile.

Business Retention and Expansion

Most employment growth will come from the expansion of existing businesses and there is always the risk that local firms could be tempted to relocate to places outside the region. A coordinated program for business retention and expansion is expected to be a shared responsibility between the new WREDC and its municipal partners.

A key element of this will be a coordinated and effective business sector outreach process to ensure that the needs of the region's businesses are anticipated and met.

Table 4.6: Priority Actions for Business Retention and Expansion

Business Retention and Expansion	
2015	3.2.1 – Promote partnerships and collaboration.
2016	1.1.1 - To create an innovation and entrepreneurship task force to encourage, support and promote various entrepreneurship centres.
2016	1.2.1 – Promote research on product development and manufacturing process.
2017-2019	3.3.3 – Support finance, insurance, and real estate services.
2017-2019	3.4.1 – Create an SME Development Program.
2017-2019	3.6.2 - Coordinate local economic development and planning resources to ensure strong support for the region's agriculture sector.
2017-2019	3.2.2 - Connect traditional business with high growth sectors.

Talent Attraction, Development, Retention

The attraction, development and retention of talent will be another major program focus for economic development activity. This will require a multi-faceted action plan that will include the following.

Table 4.7: Priority Actions for Talent Attraction, Development, and Retention

Talent Attraction, Development, and Retention	
2016	3.2.3 – Ensure access to training, upskilling and professional development programs for industrial and trade workers.
2016	4.4.1- Coordinate with local school boards to ensure planning and delivery of education is high quality and meets the needs of the changing community.
2017-2019	4.4.2 – To make Waterloo region a “Welcoming Community” for new Canadians.
2017-2019	4.2.2 – To enhance Waterloo region’s unique sense of place.
2017-2019	4.3.1- Review housing policies.
2020+	4.2.1- Prioritize active/alternative transportation that reaches throughout the community.

An underpinning of a successful regional economy is the ability to attract, retain and encourage, where necessary, a current, skilled and adaptive labour force. This Strategy recognizes that there are several institutions, organizations and government departments working on labour force development. On a Regional level, the Workforce Planning Board of Waterloo Dufferin has just completed a 3 year Labour Market Plan with 5 Priority Labour issues. It is intended, that there be strong collaboration as the Regional Economic Development Strategy moves to implementation with the Workforce Planning Board’s Labour Market Plan and its stakeholder partners.

Community Capacity Building

The region needs to continually press to build community capacity in order to ensure that Waterloo region is a competitive economic location. Community capacity elements that are particularly salient drivers of economic development include: transportation; other physical infrastructure; arts and culture; tourism and a sustainable rural/urban balance.

Table 4.8: Priority Actions for Community Capacity Building

Community Capacity Building	
2016	2.6.1 - Conduct an annual review of all transportation initiatives that are underway, planned, or proposed, and confirm status.
2016	2.6.2 – Encourage Area Municipalities, the Region of Waterloo and adjacent municipalities, and the Province to accelerate implementation of transportation initiatives.
2016	3.3.1- Invest in transportation infrastructure.
2016	3.3.2 – Support organizations that promote or deliver services within the Waterloo region tourism industry.
2017-2019	3.1.4 - Provide accelerator resources to other sectors where appropriate.
2017-2019	4.1.1 – Encourage, support and promote the arts and culture sector in Waterloo region.
2017-2019	4.2.3 –To support a dynamic and caring not-for-profit sector.
2017-2019	3.3.4 - Promote a sustainable rural and urban fabric.

4.4 Implementation Priorities

The successful implementation of the Waterloo Region Economic Development Strategy will require three main components. The first is a shared commitment to its goals and objectives among Municipal governments, the Regional government key institutions and the major private sector interests. The second requirement is a workable partnership amongst the 7 Area Municipalities and the Region of Waterloo. Third is the creation of a new organization that is effective and independent of political involvement.

The potential long term benefits to the regional economy are substantial. These benefits include:

- A more comprehensive, focused and proactive economic development strategy that marshals and amplifies the substantial strengths of the region;
- A reduction of duplication and overlap of business retention and investment attraction activities;
- Avoiding silos of special interest;
- Improvement to the overall costs of investment attraction and certainly improvement to the overall effectiveness of economic development activity within the region;

- Better intelligence on the opportunities to attract external investment and the optimum approaches necessary to target specific geographies, sectors and companies;
- Productive engagement of the private sector in economic development;
- Accountability and transparency of governance, and strategic decision making and budget expenditures;
- Strengthening the ethic of collaboration and innovation within the process of delivering economic development;
- More effective deployment of public resources;
- A committed, creative, energetic and experienced team delivering a full spectrum of investment attraction functions led by an organized, dynamic and visionary CEO;
- A stronger message to other levels of government that underscores the joint commitment to economic growth, and the implicit message that there is less risk and higher potential economic benefits of directing public investment to strategic projects within the region;
- A stronger advocate for economic development policies and actions across the region that elevates the broad economic agenda;
- Strengthening a “can do” and business oriented philosophy within government;
- Acknowledgment of what is at stake and the necessity to collaborate.

There are also challenges. These include:

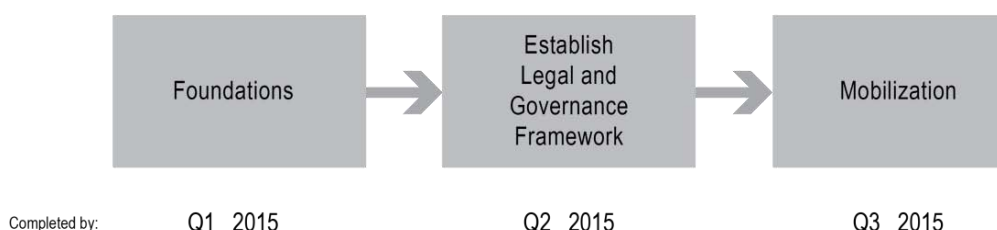
- The creation of partnerships among the Region of Waterloo and Area Municipalities;
- Bringing the Regional Municipality more explicitly into the business investment attraction arena;
- Creating conditions of sustainable trust and committing to a new organization with a broad economic development mandate that has a region – wide focus;
- Creating and mobilizing a new organization with an appropriate mandate to implement an investment attraction program through direct action, and also through the facilitation of coordinated action that is carried out directly by the Area Municipalities and the Region of Waterloo;
- Creating and ensuring conditions of success for a new WREDC; and,
- Avoiding the intrusion of legacy conflicts and impediments that could compromise the overall effectiveness of the delivery of the Waterloo Region Economic Development Strategy.

Three Key Steps to Implementing the Waterloo Region Economic Development Corporation

There are three key steps to creating the organization and beginning the implementation of the Waterloo Region Economic Development Strategy:

1. Organizational Foundations.
2. Organization Establishment.
3. Mobilization.

Figure 4.2: Implementing Waterloo Region Economic Development Corporation



Organizational Foundations

The organizational foundation is the formal agreement among the 7 Area Municipalities and the Region of Waterloo. This can proceed in two parts. The first is the creation of a Memorandum of Understanding among the parties, and the second is the formal Partnership (or “shareholders”) Agreement.

The Memorandum of Understanding enables a less formal yet more pointed discussion on the powers and responsibilities of the new organization, the ongoing duties and responsibilities of the municipalities, and the control and governance of the new organization, management and resources.

The new organization represents a departure from the present economic development approach within the region and it will be important to outline the new approach in a comprehensive way that responds to all of the major political and administrative issues. The Memorandum of Understanding must have clarity and be based on a process of multi-party discussion that strengthens the level of trust among the municipal partners. It should articulate and reflect agreement on:

- The principle of the need for the Waterloo Region Economic Development Strategy and the WREDC;
- The purpose and goals of the organization;

- The principle of shared responsibility. This responsibility needs to be carefully defined and also recognize that this may change over time. A description of how these responsibilities will be allocated will be required to ensure coordinated action on marketing and communications; business retention and expansion; advocacy; research; talent retention and development; community capacity building; and land and locations;
- The principle of an organization with powers to implement and coordinate Economic Development;
- The incorporation of existing CTT functions into the WREDC;
- The principle of improving customer service through streamlining decision making as long as it doesn't conflict with other policies;
- The approach to sharing budget support for the new organization;
- An appropriate description of decision rights among the shareholder/partners;
- Mandate and powers of the Board;
- A mechanism for selecting the Board; the experience and qualifications that should be sought; anything that would preclude membership on the Board; and whether there should be a formal board with decision making power;
- The possibility of sectoral advisory groups;
- How the Board reports to the Municipal Councils: what types of decisions go to the Council; what decisions require shareholder approval; and how often;
- How finances will be managed. Whether the WREDC will have its own financial administrative staff or if financial administration should be a function provided by one of the shareholders;
- The mechanisms for organizational review and monitoring;
- The powers and responsibilities of the CEO; and
- All other issues considered relevant by the shareholders/partners.

Once the Memorandum of Understanding has been approved by the Region of Waterloo and Area Municipalities, a more formal Partnership Agreement can be created which can be approved and enacted by the Municipal Councils.

Organizational Establishment

Establishing the organization will include:

- Drafting and approval of the formal Articles of Incorporation and other legal documents as required;
- The CTT Transition Plan;
- Initial budget estimates and initial budget approvals by each partner;

- Nomination and selection of the Board of Directors;
- CEO specification, search and selection;
- Confirmation and establishment of the financial administration structure and systems;
- First shareholder meeting, and formal investiture of the board;
- Official organization launch; and
- Announcements and media release.

Mobilization

Once the Board is in place, the initial budget set, and the CEO is hired, mobilization can take place. This includes:

- The detailed Organization Plan;
- The CEO's Work Plan in response to the WREDS;
- Confirmation of immediate priorities by the Board;
- CTT transition;
- HR Plan, recruitment and staffing;
- CEO reporting plan and metrics;
- Operational transition working groups for marketing and communications, business retention and investment, research, advocacy, land and location, service delivery/ concierge;
- Announcements and media release; and
- Implementation of the CEO's immediate Work Plan.

The successful implementation of the Waterloo Region Economic Development Strategy depends on fostering intentional collaboration and aligned actions by all major stakeholders. The manifestation of successful collaboration will be measured by the achievements of the new Waterloo Region Economic Development Corporation and its partners.

A

*WREDS
ACTIONS*

Introduction

The following document sets out the Actions as they relate to the Strategic Objectives for each of the four Goals. The Action tables include a number of headings to assist in explaining each Action. The headings and their intended rationale are:

- **Description** – To provide an additional and more in-depth explanation of what is being proposed by the Action. It is a list of elements necessary to fulfill the requirements of the action.
- **Type of Action** – A list of eight types of Actions have been included in the Action tables. The categories for the eight types of Actions were chosen to align with the economic development functions being delivered in Waterloo region. This will enable the Actions to be grouped to facilitate implementation. The eight categories are:
 - Marketing and Communications;
 - Organizational;
 - Advocacy and Intergovernmental;
 - Data Management and Research;
 - Land and Location;
 - Business Retention and Expansion;
 - Talent Attraction, Development, Retention; and
 - Community Capacity Building.
- **Organizational Responsibility** – This refers to the organization or organizations that it is suggested would be best equipped or suited to lead the delivery of the Action or to support the lead organization in delivering the Action.
- **Priority** – The Actions are categorized as high, medium or low priority. This is a ranking of how important it is that the Action be delivered, particularly in the short or medium term.
- **When to Initiate** – A suggested start date is indicated for each Action. Actions will take varying amounts of time to deliver with some Actions requiring continual effort. This heading refers to the start date and is a guide only. It is suggested that the WREDC and other identified lead organizations consider the proposed schedule when preparing their work programs. It should also be noted that where the WREDC has been identified as the lead organization, the Action may be initiated by the Area Municipalities with responsibility transferring to the WREDC when it becomes established.

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Goal 1 - To be the premier location for innovation and entrepreneurship.

Objective 1.1 - To continue to expand the role of the post-secondary institutions in innovation and entrepreneurship.

Action 1.1.1 - To create an innovation and entrepreneurship task force to encourage, support and promote various entrepreneurship centres.

Description

- Establish an Innovation and Entrepreneurship Task Force within educational institutions.
- Promote and support expansion of the entrepreneurship programs.
- Promotion and utilization of co-op students locally.
- Review the need for teaching and fostering innovation and entrepreneurship.
- Review skills and talent requirements.
- Create new courses and programs.
- Outreach to high schools.
- Work with the post-secondary institutions to identify priorities for funding.
- Collaborate with the post-secondary institutions to successfully lobby for additional funding from the provincial and federal governments.
- Develop programs to retain post-secondary students in Waterloo region.

Type of Action

Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input checked="" type="checkbox"/>
Advocacy and Intergovernmental	<input checked="" type="checkbox"/>	Talent Attraction, Development, Retention	<input checked="" type="checkbox"/>
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • WREDC 	<ul style="list-style-type: none"> • Waterloo Region Small Business Center • Communtech • Accelerator Centre • Post-secondary institutions 	High	<input type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input checked="" type="checkbox"/>	2016	<input checked="" type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input type="checkbox"/>

Action 1.1.2 - Attract more research institutions and expand existing research centres.
Description

- Work with the post-secondary institutions and not-for-profit organizations to identify priorities for pursuit of new institutions and expanding existing institutions.
- Collaborate to identify and access sources of government and public funding.
- Focus on life science, biotech, robotics, advanced manufacturing, data analytics, internet of things/industrial internet, information/data security, aeronautics and space, agriculture, energy, nanotechnology, high performance computing.
- Increased number of publication citations in engineering, science, computer science.
- Attraction of high performance academics.
- Support existing expansions of organizations.
- Government support (resources, funding).
- Marketing initiatives/events.
- Establish a minimum target to double the real budgets on research carried out in Waterloo region.
- Facilitate commercialization of research.

Type of Action

Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input type="checkbox"/>
Advocacy and Intergovernmental	<input checked="" type="checkbox"/>	Talent Attraction, Development, Retention	<input checked="" type="checkbox"/>
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • WREDC • Post-secondary institutions 	<ul style="list-style-type: none"> • Area Municipalities • Industry 	High	<input type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input checked="" type="checkbox"/>	2016	<input type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input checked="" type="checkbox"/>
				2020 +	<input type="checkbox"/>

Action 1.1.3 - Support community organizations with a focus on innovation and environment.
Description

- Identify community organizations with a mandate for innovation and environment (i.e. Sustainable Waterloo Region)
- Acknowledge the relationship between environmental sustainability, innovation, and sustainable economic growth.
- Look for ways to complement and align strategic directions to support activities of organizations/programs (awareness, resources, implementation of joint initiatives).

Type of Action

Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input type="checkbox"/>
Advocacy and Intergovernmental	<input checked="" type="checkbox"/>	Talent Attraction, Development, Retention	<input type="checkbox"/>
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input checked="" type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
• WREDC	• Area Municipalities	High	<input type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input checked="" type="checkbox"/>	2016	<input checked="" type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input type="checkbox"/>

Objective 1.2 - To strengthen the culture of innovation within existing businesses and organizations.

Action 1.2.1 – Promote research on product development and manufacturing process.

Description

- Create a Forum for Idea Exchange.
- Focus on commercialization and utilization of innovation.
- Compile and maintain an inventory of all government programs that provide resources for product development, manufacturing and research and development.
- Host an International Advanced Manufacturing Conference.
- Encourage linkages between private companies and educational institutions.
- Ensure that Waterloo region manufacturing is at the forefront of production and management technologies.
- Include programs for small and medium sized establishments.
- Monitor investments in private and institutional research and development as a total and as a share of regional manufacturing output.
- Partner with industry to facilitate the expansion of research and development over the next 10 years.
- Establish a target for the use and diffusion of technology.
- Recommend and develop tools and processes to facilitate industrial expansion.
- Strategies for sustainable business.

Type of Action

Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input checked="" type="checkbox"/>
Advocacy and Intergovernmental	<input checked="" type="checkbox"/>	Talent Attraction, Development, Retention	<input type="checkbox"/>
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • WREDC 	<ul style="list-style-type: none"> • Industry • Area Municipalities • Post-secondary • Waterloo Region Small Business Centre 	High	<input type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input checked="" type="checkbox"/>	2016	<input checked="" type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input type="checkbox"/>

Action 1.2.2 - Maximize funding partnerships and information sharing between Province, Federal Government, and private sector.

Description

- Compile and maintain a database on all government programs.
- Proactively make connections between private sector and government to ensure maximum take up of government support programs.
- Assist government to design new programs – particularly around innovation, technologies, and advanced manufacturing.
- Continue to promote Waterloo region as a recognized and expanding provincial, national, and international centre of innovation that requires sustained and effective partnerships and resources.
- Set a target that Waterloo region will garner the highest national per capita share of public investment in innovation, technology, and advanced manufacturing.

Type of Action

Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input type="checkbox"/>
Advocacy and Intergovernmental	<input checked="" type="checkbox"/>	Talent Attraction, Development, Retention	<input type="checkbox"/>
Data Management and Research	<input checked="" type="checkbox"/>	Community Capacity Building	<input type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • WREDC 	<ul style="list-style-type: none"> • Area Municipalities • Industry 	High	<input checked="" type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input type="checkbox"/>	2016	<input checked="" type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input type="checkbox"/>

Action 1.2.3 – Evaluate the possibility and potential impacts of transferring the Manufacturing Innovation Network (MIN) to the WREDC.

Description

- Conduct an evaluation of the potential impacts of transferring the MIN into WREDC,
- Investigate the possibility of expanding the MIN model to other sectors such as agriculture.
- Encourage establishment of sector innovation networks by providing organizational advice and support.
- Monitor activities of sectoral networks.

Type of Action

Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input checked="" type="checkbox"/>	Business Retention and Expansion	<input checked="" type="checkbox"/>
Advocacy and Intergovernmental	<input checked="" type="checkbox"/>	Talent Attraction, Development, Retention	<input type="checkbox"/>
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • WREDC 	<ul style="list-style-type: none"> • Sector groups • Industry • Chambers of Commerce • Area Municipalities 	High	<input type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input checked="" type="checkbox"/>	2016	<input checked="" type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input type="checkbox"/>

Action 1.2.4 - Promote innovation that occurs in Waterloo region as a core value of the region.					
Description					
<ul style="list-style-type: none"> • Compile current case studies and examples of success. • Profile extraordinary companies, organizations and leaders. • Utilize this research in an economic marketing and communication program. • Utilize media to promote examples of Waterloo region's culture of innovation and its track record of success. 					
Type of Action					
Marketing and Communications	<input checked="" type="checkbox"/>	Land and Location			
Organizational	<input type="checkbox"/>	Business Retention and Expansion			
Advocacy and Intergovernmental	<input type="checkbox"/>	Talent Attraction, Development, Retention			
Data Management and Research	<input checked="" type="checkbox"/>	Community Capacity Building			
Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • Area Municipalities* 	<ul style="list-style-type: none"> • All organizations with an interest in economic development 	High	<input type="checkbox"/>	2015	<input checked="" type="checkbox"/>
		Medium	<input checked="" type="checkbox"/>	2016	<input type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input type="checkbox"/>

*Note: with responsibility transferring to the WREDC when it becomes established.

Objective 1.3 - To attract new high quality, promising, innovative organizations and businesses.

Action 1.3.1 - Identify specific priority target organizations and companies*.

Description					
<ul style="list-style-type: none"> Confirm the sectors in ICT and advanced manufacturing that are expanding globally with game changing products, processes or services. Match these with key attributes of Waterloo region: talent, access, proximity to main urban area, recognized educational institutions. Identify existing relationships between companies within Waterloo region and potential priority candidates. Focus on successful businesses and organizations that are on the leading edge that can be attracted by Waterloo region attributes and which will reinforce the region's reputation and brand as a place of leading innovation. Outreach to priority candidates through the marketing program and through direct contact by business executives within Waterloo region companies. Establish a target of attracting 10-20 of these strategic large-scale priority organizations over the next 10 years. 					
Type of Action					
Marketing and Communications	<input checked="" type="checkbox"/>	Land and Location		<input checked="" type="checkbox"/>	
Organizational	<input type="checkbox"/>	Business Retention and Expansion		<input type="checkbox"/>	
Advocacy and Intergovernmental	<input type="checkbox"/>	Talent Attraction, Development, Retention		<input type="checkbox"/>	
Data Management and Research	<input checked="" type="checkbox"/>	Community Capacity Building		<input type="checkbox"/>	
Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> WREDC 	<ul style="list-style-type: none"> All Municipalities 	High	<input checked="" type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input type="checkbox"/>	2016	<input checked="" type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input type="checkbox"/>

*Note: Priority Organizations and Companies are defined as employers in strategic industries with global scope that have the potential to generate significant employment over the long term.

Action 1.3.2 – Create and implement a comprehensive marketing and communications program for Waterloo region.

Description

- Establish a Waterloo Region Marketing Coordination Committee led by WREDC to oversee the development of a comprehensive marketing and communications program.
- Determine the merit of keeping the CTT brand.
- Create a branding strategy; themes, images, and material, that provide a unifying theme, and which also incorporates the unique and diverse characteristics of Waterloo region.
- Local and global in scope.
- Direct market contact with target innovators.
- Coordinate marketing efforts of Area Municipalities.
- Create a multifaceted marketing approach that links municipal, institutional and corporate websites.
- Provide a web platform for Small and Medium Sized Enterprises (SMEs) that links to the main marketing web and social media portals.
- Provide clear and accurate economic, demographic and locational information.
- Provide success profiles of strategically important organizations, large and small.
- Create events that attract potential businesses and talent.
- Create and execute a communication plan that maintains visibility for Waterloo region within the GTA, province, Canada, North America and the world.
- Roll out and activation of the Marketing and Communications Strategy.

Type of Action

Marketing and Communications	<input checked="" type="checkbox"/>	Land and Location	<input checked="" type="checkbox"/>
Organizational	<input checked="" type="checkbox"/>	Business Retention and Expansion	<input checked="" type="checkbox"/>
Advocacy and Intergovernmental	<input checked="" type="checkbox"/>	Talent Attraction, Development, Retention	<input checked="" type="checkbox"/>
Data Management and Research	<input checked="" type="checkbox"/>	Community Capacity Building	<input type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • WREDC 	<ul style="list-style-type: none"> • Area Municipalities • Private sector • Chambers • Federal Government • Province • Region of Waterloo 	High	<input checked="" type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input type="checkbox"/>	2016	<input checked="" type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input type="checkbox"/>

Objective 1.4 - To establish aggressive targets for expanding existing business, attracting new businesses, and start-ups.

Action 1.4.1 - Maintain and expand the capacity and the organizational infrastructure to support start-ups and existing businesses.

Description

- Continue to support Communitech and its programs to foster innovation start-ups.
- Support and encourage the expansion of the venture capital network.
- Facilitate and foster relationships between local entrepreneurs and venture capital.
- Strengthen entrepreneurship programs at post-secondary institutions, including business support resources for tech entrepreneurs.
- Support culture and talent initiatives.
- Facilitate management knowledge transfer.
- Facilitate knowledge transfer related to high performance role within the global value chain.

Type of Action

Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input checked="" type="checkbox"/>	Business Retention and Expansion	<input type="checkbox"/>
Advocacy and Intergovernmental	<input type="checkbox"/>	Talent Attraction, Development, Retention	<input checked="" type="checkbox"/>
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input checked="" type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • WREDC 	<ul style="list-style-type: none"> • Industry and Institutions • Province and Federal Government • Waterloo Region Small Business Centre 	High	<input type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input checked="" type="checkbox"/>	2016	<input checked="" type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input type="checkbox"/>

Objective 1.5 - To promote international recognition as a world class community.

Action 1.5.1- Incorporate a focused and effective program to attract foreign direct investment.

Description					
<ul style="list-style-type: none"> Promote the region as a creative, sustainable, innovative and profitable location. Maintain a focus on attracting foreign direct investment. Lever local success to create global recognition and interest. Lever global profile to attract Canadian and American investment. Keep Waterloo region in the global spotlight through the communication plan. Ensure global access to accurate and up-to-date information on Waterloo region. Build on existing relationships between Waterloo region organizations and their global counterparts. Acknowledge and promote the accolades and accomplishments of the post-secondary institutions and Area Municipalities. 					
Type of Action					
Marketing and Communications	<input checked="" type="checkbox"/>	Land and Location			
Organizational	<input type="checkbox"/>	Business Retention and Expansion			
Advocacy and Intergovernmental	<input type="checkbox"/>	Talent Attraction, Development, Retention		<input checked="" type="checkbox"/>	
Data Management and Research	<input type="checkbox"/>	Community Capacity Building			
Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> WREDC 	<ul style="list-style-type: none"> Area Municipalities Federal and Provincial Government Private sector partners Region of Waterloo 	High	<input checked="" type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input type="checkbox"/>	2016	<input checked="" type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input type="checkbox"/>

Goal 2 - To be the most competitive location for new and expanding companies and institutions.

Objective 2.1 To communicate a compelling value proposition to foreign and domestic companies and institutions.

Action 2.1.1 – Analyze and monitor competitiveness annually.

Description					
<ul style="list-style-type: none"> Conduct research and surveys on competitiveness. Benchmark Waterloo region against domestic and foreign competitors. Monitor and ensure consistent benchmarking of costs of locating and doing business in Waterloo region, which could include : <ul style="list-style-type: none"> Serviced and unserviced parcels of employment lands; Rental rates for industrial and office buildings; Cost to development land including land prices, development charges, servicing, and benchmark with other jurisdictions; Housing prices; Property taxes; Labour force demographics; No. of graduate students; Fibre optic infrastructure; Hydro, water and other municipal services/utilities. Prepare an annual Competitiveness Report. 					
Type of Action					
Marketing and Communications	<input checked="" type="checkbox"/>	Land and Location			
Organizational	<input type="checkbox"/>	Business Retention and Expansion			
Advocacy and Intergovernmental	<input type="checkbox"/>	Talent Attraction, Development, Retention			
Data Management and Research	<input checked="" type="checkbox"/>	Community Capacity Building			
Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> WREDC Region of Waterloo 	<ul style="list-style-type: none"> All organizations with an interest in economic development 	High	<input checked="" type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input type="checkbox"/>	2016	<input checked="" type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input type="checkbox"/>

Objective 2.2 - To ensure a continuous and immediately available supply of diverse locations for new and expanding businesses.

Action 2.2.1- Create a centralized database of available land and buildings.

Description

- Maintain an up-to-date region-wide portfolio of available land and buildings.
- Utilize a regional location identification system.
- Work with Area Municipalities and realtors to create an accurate, comprehensive, and up-to-date database of locations that are available for building or development.
- Establish a land and location information working group to conduct industry consultation and agree on formats, definitions, quality control, maintenance, methods of data distribution, cost sharing, etc.
- Link the data base to marketing websites.
- Provide an annual monitoring report.

Type of Action

Marketing and Communications	<input checked="" type="checkbox"/>	Land and Location	<input checked="" type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input checked="" type="checkbox"/>
Advocacy and Intergovernmental	<input type="checkbox"/>	Talent Attraction, Development, Retention	<input type="checkbox"/>
Data Management and Research	<input checked="" type="checkbox"/>	Community Capacity Building	<input type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • Region of Waterloo/ Area Municipalities * 	<ul style="list-style-type: none"> • All organizations with an interest in economic development • Regional realtors 	High	<input checked="" type="checkbox"/>	2015	<input checked="" type="checkbox"/>
		Medium	<input type="checkbox"/>	2016	<input type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input type="checkbox"/>

*Note: responsibility may be transferred to the WREDC when it becomes established.

Action 2.2.2 –Ensure that there is a continuous supply of greenfield land, brownfield projects, and available industrial and office space that matches the expected demand profile.

Description

- Establish an Employment Location Readiness Task Force that will report on the current state of readiness, determine a strategy for readiness and monitor its implementation.
- To undertake a region-wide Employment Location Readiness Assessment.
- To identify potential incentives where practical.
- To monitor competing cities and regions and outline practical strategies to maximize competitiveness and quantity of location supply.
- An annual benchmarking monitoring report that will assess any municipal initiatives that are required to ensure employment location supply and readiness.

Type of Action

Marketing and Communications	<input checked="" type="checkbox"/>	Land and Location	<input checked="" type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input checked="" type="checkbox"/>
Advocacy and Intergovernmental	<input type="checkbox"/>	Talent Attraction, Development, Retention	<input type="checkbox"/>
Data Management and Research	<input checked="" type="checkbox"/>	Community Capacity Building	<input type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • Region of Waterloo/ Area Municipalities 	<ul style="list-style-type: none"> • All organizations with an interest in economic development 	High	<input type="checkbox"/>	2015	<input checked="" type="checkbox"/>
		Medium	<input checked="" type="checkbox"/>	2016	<input type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input type="checkbox"/>

Objective 2.3 - To ensure competitive costs of location, attracting talent, and doing business.

Action 2.3.1 - Conduct a development charges review to ensure a competitive cost environment.					
Description					
<ul style="list-style-type: none"> Consider change to development charges approach. Ensure that development charges support economic development. Ensure that development charges reflect the contribution of new development to the economic prosperity and sustainability of Waterloo region. 					
Type of Action					
Marketing and Communications	<input type="checkbox"/>	Land and Location	<input checked="" type="checkbox"/>		
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input checked="" type="checkbox"/>		
Advocacy and Intergovernmental	<input type="checkbox"/>	Talent Attraction, Development, Retention	<input type="checkbox"/>		
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input type="checkbox"/>		
Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> Region of Waterloo/ Area Municipalities 	<ul style="list-style-type: none"> WREDC 	High	<input type="checkbox"/>	2015	<input checked="" type="checkbox"/>
		Medium	<input checked="" type="checkbox"/>	2016	<input type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input type="checkbox"/>

Objective 2.4 - To make full use of all relevant programs available from other levels of government.

Action 2.4.1 - Compile and maintain an up-to-date inventory of all provincial/federal programs and incentives that can be accessed by Waterloo region's businesses, institutions, and Area Municipalities.

Description

- Organize seminars to improve local access.
- Outreach to all sectors and organizations that may be eligible for specific programs that are available.
- Ensure maximum take-up of available program support and funding.
- Target a rate of take-up that is in the 10th percentile of similar scale economic regions in Canada.

Type of Action

Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input type="checkbox"/>
Advocacy and Intergovernmental	<input checked="" type="checkbox"/>	Talent Attraction, Development, Retention	<input type="checkbox"/>
Data Management and Research	<input checked="" type="checkbox"/>	Community Capacity Building	<input type="checkbox"/>

Organizational Responsibility		Priority	When to Initiate
Lead	Support		
<ul style="list-style-type: none"> • Region of Waterloo/ Area Municipalities * 	<ul style="list-style-type: none"> • Chambers of Commerce 	High <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Low <input type="checkbox"/>	2015 <input checked="" type="checkbox"/> 2016 <input type="checkbox"/> 2017-2019 <input type="checkbox"/> 2020 + <input type="checkbox"/>

*Note: responsibility may be transferred to the WREDC when it becomes established.

Objective 2.5 - To ensure fast and effective municipal decision making.

Action 2.5.1 – Establish a first point of contact/concierge service for companies that wish to locate, relocate, or expand in Waterloo region.

Description

- Identify the key decisions by Area Municipalities that are typically required by new or expanding businesses.
- Recognize the importance of efficient and effective decision-making to the achievement of economic growth.
- Review typical timeframes for critical events, activities, and decisions.
- Identify ways that these can be streamlined.
- Confirm the value of a first point of contact/concierge service.
- Determine the best approach for implementation.
- Establish appropriate performance targets for the Region of Waterloo and Area Municipalities to clear/fulfill the requests for action.
- Develop effective educational tools to inform municipal staff, developers and the community of municipal processes.
- Ensure that there is clarity around roles and responsibility between and within organizations.
- Establish a clear and effective consultation process and efficient implementation.
- Work towards alignment of strategic directions of the various Area Municipalities.

Type of Action

Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input checked="" type="checkbox"/>	Business Retention and Expansion	<input checked="" type="checkbox"/>
Advocacy and Intergovernmental	<input checked="" type="checkbox"/>	Talent Attraction, Development, Retention	<input type="checkbox"/>
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input checked="" type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • Region of Waterloo/ Area Municipalities * 	<ul style="list-style-type: none"> • All organizations with an interest in economic development 	High	<input checked="" type="checkbox"/>	2015	<input checked="" type="checkbox"/>
		Medium	<input type="checkbox"/>	2016	<input type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input type="checkbox"/>

*Note: with responsibility transferring to the WREDC when it becomes established.

Objective 2.6 - To create the most efficient transportation system to meet the needs of a growing regional economy.

Action 2.6.1 Conduct an annual review of all transportation initiatives that are underway, planned, or proposed, and confirm status.

Description

- Report to Councils and public.
- Identify priorities, progress, and impediments.
- Identify key events, tasks, and actions required.

Type of Action

Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input checked="" type="checkbox"/>
Advocacy and Intergovernmental	<input checked="" type="checkbox"/>	Talent Attraction, Development, Retention	<input checked="" type="checkbox"/>
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input checked="" type="checkbox"/>

Organizational Responsibility		Priority	When to Initiate
Lead	Support		
<ul style="list-style-type: none"> • Region of Waterloo • Area Municipalities 	<ul style="list-style-type: none"> • WREDC 	High <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Low <input type="checkbox"/>	2015 <input type="checkbox"/> 2016 <input checked="" type="checkbox"/> 2017-2019 <input type="checkbox"/> 2020 + <input type="checkbox"/>

Action 2.6.2 – Encourage Area Municipalities, the Region of Waterloo and adjacent municipalities, and the Province to accelerate implementation of transportation initiatives.

Description

- Political action.
- Monitoring of implementation.
- Communicate to governments, organizations, and public.
- Lobbying on behalf of industry.

Type of Action

Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input type="checkbox"/>
Advocacy and Intergovernmental	<input checked="" type="checkbox"/>	Talent Attraction, Development, Retention	<input type="checkbox"/>
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input checked="" type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • WREDC 	<ul style="list-style-type: none"> • Region of Waterloo • Area Municipalities • Chambers of Commerce • Businesses 	High	<input checked="" type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input type="checkbox"/>	2016	<input checked="" type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input type="checkbox"/>

Objective 2.7 - To ensure that all local infrastructure is sufficient to meet the needs of Waterloo region.

Action 2.7.1 - Annual review of capacity expansion plans for communication, power, water and sewer.

Description

- Report to Councils and public.
- Annual plan for capacity upgrades to accommodate growth.

Type of Action

Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input checked="" type="checkbox"/>
Advocacy and Intergovernmental	<input type="checkbox"/>	Talent Attraction, Development, Retention	<input type="checkbox"/>
Data Management and Research	<input checked="" type="checkbox"/>	Community Capacity Building	<input checked="" type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • Region of Waterloo • Area Municipalities 	<ul style="list-style-type: none"> • WREDC 	High	<input checked="" type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input type="checkbox"/>	2016	<input type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input checked="" type="checkbox"/>
				2020 +	<input type="checkbox"/>

Goal 3 - To be a resilient, engaged, and dynamic economic ecosystem.

Objective 3.1 To support and stimulate new and existing high growth sectors.

Action 3.1.1 - Target and aggressively promote new technology employers.

Description

- Identify high growth sectors that are compatible with Waterloo region's strengths. These include, but are not limited to; data centres/cloud, robotics, analytics, advanced manufacturing, rapid prototyping, life sciences, biotech, green energy, internet of things, high performance computing, and advanced logistics.
- Assess level of interest and existing relationships.
- Determine key locational requirements.
- Determine government program support.
- Incorporate into the Waterloo Region Marketing and Communication Plan.

Type of Action

Marketing and Communications	<input checked="" type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input type="checkbox"/>
Advocacy and Intergovernmental	<input type="checkbox"/>	Talent Attraction, Development, Retention	<input checked="" type="checkbox"/>
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • WREDC 	<ul style="list-style-type: none"> • All organizations with an interest in economic development 	High	<input checked="" type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input type="checkbox"/>	2016	<input checked="" type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input type="checkbox"/>

Action 3.1.2 - Focus on relationships with global partners and attraction of foreign direct investment.

Description

- Migrate the foreign direct investment programs and relationships within Waterloo region and CTT into the Waterloo Region Economic Development Corporation.
- Review and enhance the foreign direct investment program.
- Concentrate FDI resources and focus on priority sectors and geographies.
- Incorporate a foreign direct investment focus into the Marketing and Communication Plan and annual WREDC operation plans.

Type of Action

Marketing and Communications	<input checked="" type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input checked="" type="checkbox"/>	Business Retention and Expansion	<input type="checkbox"/>
Advocacy and Intergovernmental	<input type="checkbox"/>	Talent Attraction, Development, Retention	<input type="checkbox"/>
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • WREDC 	<ul style="list-style-type: none"> • All organizations with an interest in economic development 	High	<input checked="" type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input type="checkbox"/>	2016	<input checked="" type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input type="checkbox"/>

Action 3.1.3 – Strengthen the venture capital network.
Description

- Strengthen the local venture capital network and facilitate opportunities for contact and idea exchange with local entrepreneurs.
- Assist local entrepreneurs to create business plans and financial plans.
- Direct outreach to domestic and foreign venture capitalists that focus on tech innovation.
- Incorporate the particular attractors for venture capital organizations within the Marketing and Communication Plan.

Type of Action

Marketing and Communications	<input checked="" type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input checked="" type="checkbox"/>
Advocacy and Intergovernmental	<input type="checkbox"/>	Talent Attraction, Development, Retention	<input type="checkbox"/>
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input type="checkbox"/>

Organizational Responsibility		Priority	When to Initiate
Lead	Support		
<ul style="list-style-type: none"> • WREDC • Communitech 	<ul style="list-style-type: none"> • Chambers of Commerce • Industry • Area Municipalities 	High	<input checked="" type="checkbox"/>
		Medium	<input type="checkbox"/>
		Low	<input type="checkbox"/>
			2015 <input type="checkbox"/>
			2016 <input checked="" type="checkbox"/>
			2017-2019 <input type="checkbox"/>
			2020 + <input type="checkbox"/>

Action 3.1.4 - Provide accelerator resources to other sectors where appropriate.					
Description					
<ul style="list-style-type: none"> Explore the use of the accelerator concept for other sectors. Encourage the creation of additional low cost incubator space that can be used for small-scale manufacturing, prototype development, and agricultural products. 					
Type of Action					
Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>		
Organizational	<input checked="" type="checkbox"/>	Business Retention and Expansion	<input checked="" type="checkbox"/>		
Advocacy and Intergovernmental	<input checked="" type="checkbox"/>	Talent Attraction, Development, Retention	<input type="checkbox"/>		
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input checked="" type="checkbox"/>		
Organizational Responsibility		Priority	When to Initiate		
Lead	Support				
<ul style="list-style-type: none"> Depends on whomever is most strategically suited 	<ul style="list-style-type: none"> WREDC Area Municipalities Post-secondary institutions Region of Waterloo 	High	<input type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input checked="" type="checkbox"/>	2016	<input type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input checked="" type="checkbox"/>
				2020 +	<input type="checkbox"/>

Objective 3.2 - To support and stimulate strong traditional employment sectors.

Action 3.2.1 – Promote partnerships and collaboration.

Description					
<ul style="list-style-type: none"> Facilitate sector collaboration, partnerships, information exchange, and professional events. Utilize multiple formats including web and social media. Utilize the approach demonstrated by MIN. Promote the diffusion of technology and innovation. 					
Type of Action					
Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>		
Organizational	<input checked="" type="checkbox"/>	Business Retention and Expansion	<input checked="" type="checkbox"/>		
Advocacy and Intergovernmental	<input type="checkbox"/>	Talent Attraction, Development, Retention	<input type="checkbox"/>		
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input checked="" type="checkbox"/>		
Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> Region of Waterloo/ Area Municipalities * 	<ul style="list-style-type: none"> Chambers of Commerce Industry Area Municipalities 	High	<input checked="" type="checkbox"/>	2015	<input checked="" type="checkbox"/>
		Medium	<input type="checkbox"/>	2016	<input type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input type="checkbox"/>

*Note: with responsibility transferring to the WREDC when it becomes established.

Action 3.2.2 - Connect traditional business with high growth sectors.					
Description					
<ul style="list-style-type: none"> Facilitate cross sector collaboration where appropriate. Utilize the collaborative networks to stage local exhibitions of products and companies – “collaboration and innovation idea exchange”. Promote innovation and expansion of business into global areas where appropriate. 					
Type of Action					
Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>		
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input checked="" type="checkbox"/>		
Advocacy and Intergovernmental	<input type="checkbox"/>	Talent Attraction, Development, Retention	<input type="checkbox"/>		
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input checked="" type="checkbox"/>		
Organizational Responsibility		Priority	When to Initiate		
Lead	Support				
<ul style="list-style-type: none"> WREDC 	<ul style="list-style-type: none"> Industry Chambers of Commerce 	High	<input type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input type="checkbox"/>	2016	<input type="checkbox"/>
		Low	<input checked="" type="checkbox"/>	2017-2019	<input checked="" type="checkbox"/>
				2020 +	<input type="checkbox"/>

Action 3.2.3 – Ensure access to training, upskilling, and professional development programs for industrial and trade workers.

Description

- Provide displaced workers with advice and services on how to access resources.
- Connect labour force with education programs.
- Promote the acknowledged strengths and work ethic of Waterloo region's labour force.
- Recognize the importance of upgrading skills to broadly enhance the capabilities and productivity of Waterloo region's work force.

Type of Action

Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input checked="" type="checkbox"/>
Advocacy and Intergovernmental	<input type="checkbox"/>	Talent Attraction, Development, Retention	<input checked="" type="checkbox"/>
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • Workforce Planning Board of Waterloo Wellington Dufferin • Province 	<ul style="list-style-type: none"> • Post-secondary institutions Industry 	High	<input checked="" type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input type="checkbox"/>	2016	<input checked="" type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input type="checkbox"/>

Objective 3.3 - To ensure a robust service sector that supports a healthy, growing economy.

Action 3.3.1- Invest in transportation infrastructure.

Description					
<ul style="list-style-type: none"> • Key intermodal transportation infrastructure for movement of people and goods includes highways, transit, inter-regional rail (GO Transit), and the Waterloo Regional Airport. • Invest and advocate. • Protect the long term viability and economic contribution of the airport by implementing the Airport Master Plan. 					
Type of Action					
Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>		
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input type="checkbox"/>		
Advocacy and Intergovernmental	<input checked="" type="checkbox"/>	Talent Attraction, Development, Retention	<input type="checkbox"/>		
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input checked="" type="checkbox"/>		
Organizational Responsibility		Priority	When to Initiate		
Lead	Support				
<ul style="list-style-type: none"> • Region of Waterloo 	<ul style="list-style-type: none"> • Province • Area Municipalities • WREDC 	High	<input checked="" type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input type="checkbox"/>	2016	<input checked="" type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input type="checkbox"/>

Action 3.3.2 – Support organizations that promote or deliver services within the Waterloo region tourism industry.

Description

- Recognize the contribution of tourism to economic growth, and ensure that it plays a significant role in economic planning and programming.
- Undertake regional marketing of tourism and encourage development of events, attractions, programs, and other tourism related initiatives.

Type of Action

Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input type="checkbox"/>
Advocacy and Intergovernmental	<input checked="" type="checkbox"/>	Talent Attraction, Development, Retention	<input type="checkbox"/>
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input checked="" type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • Waterloo Regional Tourism Marketing Corporation (WRTMC) 	<ul style="list-style-type: none"> • Creative Enterprise Initiative • Business Improvement Areas • WREDC • Region of Waterloo/ Area Municipalities 	High	<input type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input checked="" type="checkbox"/>	2016	<input checked="" type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input type="checkbox"/>

Action 3.3.3 – Support finance, insurance, and real estate services.
Description

- Continue to incorporate this foundational sector into economic planning.
- Outreach to monitor strategic issues.
- Facilitate actions to strengthen this sector.
- Continue to promote and recognize innovation and high performance.

Type of Action

Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input checked="" type="checkbox"/>
Advocacy and Intergovernmental	<input checked="" type="checkbox"/>	Talent Attraction, Development, Retention	<input type="checkbox"/>
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • WREDC 	<ul style="list-style-type: none"> • Industry • Area Municipalities • Province and Federal Government 	High	<input type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input checked="" type="checkbox"/>	2016	<input type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input checked="" type="checkbox"/>
				2020 +	<input type="checkbox"/>

Action 3.3.4 - Promote a sustainable rural and urban fabric.
Description

- Review incentives for sustainable development.
- Recognize that a sustainable rural and urban fabric is an important factor in the attraction and retention of talent.
- Recognize that sustainable values are an important attraction factor for many new businesses – particularly in tech, advanced manufacturing, and business services.
- Encourage individuals, institutions, business and Area Municipalities to incorporate values and action to improve the environment and aesthetics of properties and premises.

Type of Action

Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input checked="" type="checkbox"/>
Advocacy and Intergovernmental	<input type="checkbox"/>	Talent Attraction, Development, Retention	<input type="checkbox"/>
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input checked="" type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • Area Municipalities • Region of Waterloo 	<ul style="list-style-type: none"> • WREDC • Sustainable Waterloo Region 	High	<input type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input type="checkbox"/>	2016	<input type="checkbox"/>
		Low	<input checked="" type="checkbox"/>	2017-2019	<input checked="" type="checkbox"/>
				2020 +	<input type="checkbox"/>

Objective 3.4 - To nurture small and medium sized enterprise (SME).

Action 3.4.1 – Create an SME Development Program.

Description

- Support programs for SMEs.
- Information sharing.
- Access to funding support programs.
- An SME register and marketing.
- Recognize SME products and services in the WREDS marketing program.
- Talent strengthening.
- Management support.
- Balance urban opportunities with small town and rural.
- Promote and facilitate for more local co-op placements.
- Specific talent attraction and retention officer for the region.
- Make connections between the post-secondary institutions and all economic sectors.
- Promote entrepreneurship: job placement, incubate, accelerate.

Type of Action

Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input checked="" type="checkbox"/>
Advocacy and Intergovernmental	<input checked="" type="checkbox"/>	Talent Attraction, Development, Retention	<input checked="" type="checkbox"/>
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • WREDC 	<ul style="list-style-type: none"> • All organizations with an interest in economic development and in supporting SMEs. 	High	<input type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input checked="" type="checkbox"/>	2016	<input type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input checked="" type="checkbox"/>
				2020 +	<input type="checkbox"/>

Objective 3.5 - To leverage the region's post-secondary institutions to the fullest extent.

Action 3.5.1 - Support educational institutions to full build-out of their campus plans.					
Description					
<ul style="list-style-type: none"> Work with post-secondary institutions to expand their programs and physical plant. 					
Type of Action					
Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>		
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input type="checkbox"/>		
Advocacy and Intergovernmental	<input checked="" type="checkbox"/>	Talent Attraction, Development, Retention	<input checked="" type="checkbox"/>		
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input checked="" type="checkbox"/>		
Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> WREDC 	<ul style="list-style-type: none"> Province Area Municipalities Post -secondary institutions 	High	<input type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input checked="" type="checkbox"/>	2016	<input type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input checked="" type="checkbox"/>

Action 3.5.2 - Encourage new institutions/programs that align with the region's strong sectors.					
Description					
<ul style="list-style-type: none"> • Work with post-secondary institutions to attract new research institutions and expand existing ones. • Promote executive programs that focus on high performance and innovation. • Promote research and the commercialization of innovation. • Promote global perspective and local relevance. 					
Type of Action					
Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>		
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input type="checkbox"/>		
Advocacy and Intergovernmental	<input checked="" type="checkbox"/>	Talent Attraction, Development, Retention	<input checked="" type="checkbox"/>		
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input checked="" type="checkbox"/>		
Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • WREDC 	<ul style="list-style-type: none"> • WREDC • Province • Area Municipalities • Post-secondary institutions 	High	<input checked="" type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input type="checkbox"/>	2016	<input type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input checked="" type="checkbox"/>
				2020 +	<input type="checkbox"/>

Objective 3.6 - To support the growth, long-term viability, and vibrancy of Waterloo region's agriculture, agribusiness and agri-food sector.

Action 3.6.1 - Create a Waterloo Agricultural Industry Strategy.

Description

- Focus on innovative products, systems, and models, e.g. low water use.
- Ensure appropriate locations exist for food production.
- Explore ways to rebuild local food infrastructure.
- Identify gaps in infrastructure that are preventing growth in food and farming operations.
- Support marketing of local foods to urban markets through innovative distribution methods (e.g. produce auctions, local food-buying clubs).
- Investigate more commercial locations for farmers' markets.
- Support farm-direct marketing and interaction between farmers and consumers.
- Develop consistent messaging for identifying foods grown and produced in Waterloo region.
- Develop an Agritourism Action Plan.
- Complete a local food and the economy study for Waterloo region.

Type of Action

Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input checked="" type="checkbox"/>
Advocacy and Intergovernmental	<input checked="" type="checkbox"/>	Talent Attraction, Development, Retention	<input type="checkbox"/>
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input checked="" type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • Townships • WREDC 	<ul style="list-style-type: none"> • OMAFRA • Post-secondary institutions • Wilfrid Laurier University Centre for Sustainable Food Systems • Area Municipalities • Foodlink Waterloo Region • Waterloo Region Food System Roundtable • Canadian Organic Growers • Waterloo Federation of Agriculture 	High	<input type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input checked="" type="checkbox"/>	2016	<input type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input checked="" type="checkbox"/>
				2020 +	<input type="checkbox"/>

Action 3.6.2 - Coordinate local economic development and planning resources to ensure strong support for the region's agriculture sector.

Description

- Strengthen producer collaboration and networks.
- Education and assistance on regulatory compliance.
- Joint promotion and marketing of farm enterprise.
- Encourage research on new crops, and best practices.
- Develop a strategy to support urban agriculture activities in Waterloo region.
- Support and enhance the ongoing operations of existing community garden programs.

Type of Action

Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input checked="" type="checkbox"/>
Advocacy and Intergovernmental	<input checked="" type="checkbox"/>	Talent Attraction, Development, Retention	<input type="checkbox"/>
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • Region of Waterloo • Area Municipalities 	<ul style="list-style-type: none"> • Local markets, farmers • Waterloo Region Tourism Marketing Corporation 	High	<input type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input checked="" type="checkbox"/>	2016	<input type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input checked="" type="checkbox"/>
				2020 +	<input type="checkbox"/>

Goal 4 - To be a community of choice for talented people.

Objective 4.1 - To become recognized as a major location for art and culture.

Action 4.1.1 – Encourage, support, promote, and invest in arts, culture, and creative endeavor in Waterloo region.

Description

- Maintain an inventory of existing assets to raise the internal and external awareness of Waterloo region's assets:
 - Work with arts community to maintain inventory all assets.
 - Provide this information on local and regional websites.
- Ensure Waterloo region adds colour, texture, and animation to its urban environment to assist in the attraction and retention of talent.
- Encourage and support festivals in the region:
 - Provide a sustainable and straight forward process of organizing, funding, sponsoring, promoting events and ensure appropriate venues.
- Ensure that Waterloo region is a community that supports the arts and creative endeavor:
 - Encouraging visual art, music, performance, maker space, content creation and impacting the intersection of arts, science, and technology.
 - Creating a region-wide forum for public art and cultural exhibitions.
 - Lobbying for increased resources.
 - Recognizing the Arts and Culture as an economic sector in its own right and the key role it plays in the attraction and retention of talent that drives economic innovation.
 - Assisting in the implementation of local cultural plans/strategies.

Type of Action

Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input type="checkbox"/>
Advocacy and Intergovernmental	<input type="checkbox"/>	Talent Attraction, Development, Retention	<input checked="" type="checkbox"/>
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input checked="" type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • Area Municipalities • Creative Enterprise Initiative • Region of Waterloo 	<ul style="list-style-type: none"> • WREDC • Waterloo Region Tourism Marketing Corporation 	High	<input type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input checked="" type="checkbox"/>	2016	<input type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input checked="" type="checkbox"/>
				2020 +	<input type="checkbox"/>

Objective 4.2 - To create a sustainable, efficient region, that anticipates growth.

Action 4.2.1- Prioritize active/alternative transportation that reaches throughout the community.

Description					
<ul style="list-style-type: none"> • Cycling infrastructure – completing the bicycle network. • Pedestrian-oriented. • Electric plug-ins. • Planning Policies Review. • Design and implement a comprehensive way-finding system. • Implement Waterloo Region Climate Action Plan. • Continue to protect green spaces and ensure accessibility. • Coordination of improvement plan incentives and opportunities. 					
Type of Action					
Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>		
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input type="checkbox"/>		
Advocacy and Intergovernmental	<input type="checkbox"/>	Talent Attraction, Development, Retention	<input checked="" type="checkbox"/>		
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input checked="" type="checkbox"/>		
Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • Region of Waterloo 	<ul style="list-style-type: none"> • WREDC • Area Municipalities 	High	<input type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input type="checkbox"/>	2016	<input type="checkbox"/>
		Low	<input checked="" type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input checked="" type="checkbox"/>

Action 4.2.2 – To enhance Waterloo region’s unique sense of place.
Description

- Continue to focus on the revitalization and the diversification of the downtowns.
- Physically define rural and urban areas.
- Ensure viable rural communities.
- Conduct a pilot study to determine how the community can best welcome and integrate new residents.
- Focus on place making.
- Encourage innovative and sustainable iconic design where appropriate.

Type of Action

Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input type="checkbox"/>
Advocacy and Intergovernmental	<input type="checkbox"/>	Talent Attraction, Development, Retention	<input checked="" type="checkbox"/>
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input checked="" type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • Region of Waterloo • Area Municipalities 	<ul style="list-style-type: none"> • All organizations with an interest in economic development 	High	<input type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input checked="" type="checkbox"/>	2016	<input type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input checked="" type="checkbox"/>
				2020 +	<input type="checkbox"/>

Action 4.2.3 –To support a dynamic and caring not-for-profit sector.					
Description					
<ul style="list-style-type: none"> Help create partnerships between not-for-profits and other agencies. Conduct research on not-for-profit sector and its contribution to the region. 					
Type of Action					
Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>		
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input type="checkbox"/>		
Advocacy and Intergovernmental	<input type="checkbox"/>	Talent Attraction, Development, Retention	<input checked="" type="checkbox"/>		
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input checked="" type="checkbox"/>		
Organizational Responsibility		Priority	When to Initiate		
Lead	Support				
<ul style="list-style-type: none"> To be determined 	<ul style="list-style-type: none"> To be determined 	High	<input type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input checked="" type="checkbox"/>	2016	<input type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input checked="" type="checkbox"/>
				2020 +	<input type="checkbox"/>

Objective 4.3 - To ensure an appropriate mix of housing that reflects the needs and aspirations of current and future residents.

Action 4.3.1- Review housing policies.

Description

- Review housing policies and incentives (and outcomes) to ensure an appropriate mix of housing types and affordability.
- Ensure appropriate design standards.
- Ensure affordable housing is available.
- Continue to monitor the dynamics of the housing market.
- Continue to support the residential construction industry as a means to providing housing choice.

Type of Action

Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input type="checkbox"/>
Advocacy and Intergovernmental	<input type="checkbox"/>	Talent Attraction, Development, Retention	<input checked="" type="checkbox"/>
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input checked="" type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • Area Municipalities • Region of Waterloo 	<ul style="list-style-type: none"> • Development Industry (WRHBA) 	High	<input type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input type="checkbox"/>	2016	<input type="checkbox"/>
		Low	<input checked="" type="checkbox"/>	2017-2019	<input checked="" type="checkbox"/>
				2020 +	<input type="checkbox"/>

Objective 4.4 - To build on excellence in local education.

Action 4.4.1- Coordinate with local school boards to ensure planning and delivery of education is high quality and meets the needs of the changing community.

Description

- Explore possible programs on entrepreneurship and innovation.
- Maintain high standards.
- Outreach programs by post-secondary institutions in high schools.
- Inclusive high performance education for all student needs.

Type of Action

Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input type="checkbox"/>
Advocacy and Intergovernmental	<input type="checkbox"/>	Talent Attraction, Development, Retention	<input checked="" type="checkbox"/>
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input checked="" type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • WREDC 	<ul style="list-style-type: none"> • Area Municipalities • Post-secondary institutions • School Boards 	High	<input checked="" type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input type="checkbox"/>	2016	<input checked="" type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input type="checkbox"/>
				2020 +	<input type="checkbox"/>

Action 4.4.2 – To make Waterloo region a “Welcoming Community” for new Canadians.
Description

- Help new Canadians make local connections and integrate into the community.
- Help new Canadians work in their chosen professions - address the issue with international credentials not being recognized.
- Improve access to programs that provide a route to recognition of credentials from non-Canadian institutions.
- Support organizations that work with new Canadians to help them settle in the community (i.e. Immigration Partnership)
- Create programs that assist new Canadians to start businesses in Waterloo region.
- Create a “New Canadian Business Owner” Advisory Committee to provide advice on issues that impact new Canadians as they integrate into the local economy. Identify opportunities to forge new global business connections with foreign contacts.

Type of Action

Marketing and Communications	<input type="checkbox"/>	Land and Location	<input type="checkbox"/>
Organizational	<input type="checkbox"/>	Business Retention and Expansion	<input type="checkbox"/>
Advocacy and Intergovernmental	<input checked="" type="checkbox"/>	Talent Attraction, Development, Retention	<input checked="" type="checkbox"/>
Data Management and Research	<input type="checkbox"/>	Community Capacity Building	<input checked="" type="checkbox"/>

Organizational Responsibility		Priority		When to Initiate	
Lead	Support				
<ul style="list-style-type: none"> • WREDC 	<ul style="list-style-type: none"> • Chambers of Commerce • Federal Government • Professional Organizations • Immigration Waterloo Region • Post-Secondary Institutions 	High	<input checked="" type="checkbox"/>	2015	<input type="checkbox"/>
		Medium	<input type="checkbox"/>	2016	<input type="checkbox"/>
		Low	<input type="checkbox"/>	2017-2019	<input checked="" type="checkbox"/>
				2020 +	<input type="checkbox"/>

B

STEERING COMMITTEE

WREDS Steering Committee Membership

The Steering Committee responsible for the development of the WREDS was composed of the Region of Waterloo and seven Area Municipal Chief Administrative Officers (CAOs) and the CEO of the Canada's Technology Triangle Inc. (CTT). The Steering Committee was made up by the following people:

- Mike Murray (Chair) CAO, Region of Waterloo
- Tim Anderson CAO, City of Waterloo
- Jeff Willmer CAO, City of Kitchener
- Gary Dyke CAO, City of Cambridge
- Rodger Mordue CAO, Township of North Dumfries
- Grant Whittington CAO, Township of Wilmot
- Willis McLaughlin CAO, Township of Wellesley
- David Brennemen CAO, Township of Woolwich
- John Jung CEO, Canada's Technology Triangle



ADVISORY COMMITTEE

Terms of Reference for Advisory Committee

Introduction

In October 2013, the Region of Waterloo together with Canada's Technology Triangle and the seven Area Municipalities (the Steering Committee), engaged Malone Given Parsons Ltd. (MGP) to undertake the development of an Regional Economic Development Strategy.

Purpose of the Advisory Committee

The purpose of the Advisory Committee is for community partners to inform and assist in the process of preparing a new Regional Economic Development Strategy, by providing:

- Comments, interpretation, and information on strategic directions and action plans to ensure that the Steering Committee and consulting team are considering all salient issues and to ensure that the strategy and action plans are appropriate;
- An external perspective on opportunities for Waterloo Region within the global context; and;
- Strategic advice and guidance to the project team, Steering Committee and Regional and Area Municipal Council (*via the Steering Committee*).

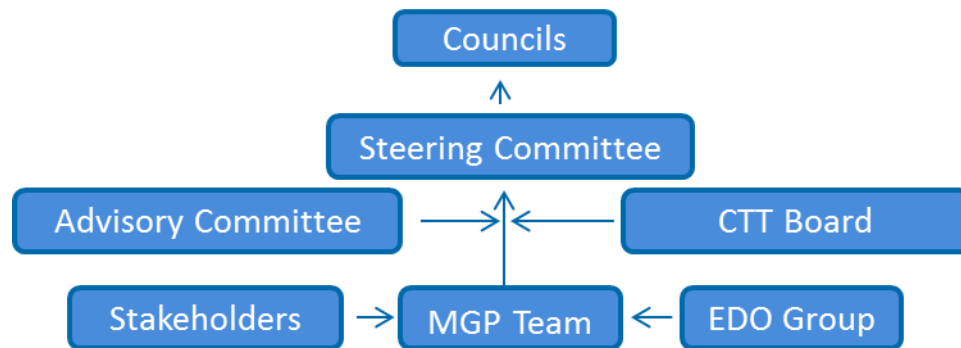
Composition of the Advisory Committee

- The Advisory Committee will be an unpaid voluntary committee of 10-15 people.
- Membership will be comprised of individuals who are knowledgeable regarding the local economy, with consideration for those who:
 - Have expertise in various economic sectors and industries;
 - Demonstrate leading edge strategic thinking and vision;
 - Represent a range of diverse perspectives, including: geographic areas, sector expertise and various economic development functions.
- Individuals invited to participate will be asked to provide input based on their broader engagement within the local economy – not simply as representatives of a particular organization or sector.

Time Commitment and Meeting Format

- There are expected to be 4 Advisory Committee meetings between January 2014 and June 2014. The meeting schedule will be finalized at the 1st Advisory Committee meeting.
- Background and meeting specific information will be sent to the Advisory Committee in advance of each meeting to allow the Advisory Committee time to reflect on the information and provide comment and input at the meetings.
- Meetings are expected to be confidential.
- Meeting notes, reflecting the broad deliberations of the Advisory Committee, will be recorded at the meetings and distributed to the Advisory Committee.

Organization



Advisory Committee Membership:

Bruce Gordon	Chairman, Manulife Canada
Carol Leaman	President & CEO, Axonify
Carol Simpson	Executive Director, Workforce Planning Board of Waterloo Wellington Dufferin
Craig Beattie	Partner, Perimeter Development Corporation
Ed Roberts	President, Conestoga-Rovers & Associates (CRA)
Gerry Remers	President & COO, Christie Digital Systems Canada, Inc.
Greg Durocher	President & CEO, Cambridge Chamber of Commerce
Ian McLean	President/CEO, Greater Kitchener Waterloo Chamber of Commerce
Iain Klugman	President & CEO, Communitech
Kevin Martin	President, Martin's Family Fruit Farm
Malcolm Matheson	President, Steed and Evans Limited
Mark Derro	Dean, Conestoga College
Mary D'Alton	President & Managing Director, Waterloo Inn and Conference Hotel
Michael Duschenes	Chief Operating Officer, Perimeter Institute
Michael Pley	Chief Executive Officer, COM DEV International Ltd.
Tim Jackson	Vice-President University Relations, University of Waterloo

Steering Committee:

Mike Murray (Chair)	CAO Region of Waterloo
Tim Anderson	CAO City of Waterloo
Jeff Willmer	CAO City of Kitchener
Gary Dyke	CAO City of Cambridge
Rodger Mordue	CAO Township of North Dumfries
Grant Whittington	CAO Township of Wilmot
Willis McLaughlin	CAO Township of Wellesley
David Brennemen	CAO Township of Woolwich
John Jung	CEO Canada's Technology Triangle

MGP Core Team:

Lee Parsons
Grainne Fahy
Ali Ikram
Rohan Sovig

D

*MUNICIPAL STAFF &
PRACTITIONER ENGAGEMENT*

WREDS Economic Development Officers and Practitioners Group - Membership

The Waterloo Region Economic Development Strategy has been created by the input of many people and organizations. This includes economic development representatives from each of the Area Municipalities, the Region of Waterloo and CTT, as well as other economic development practitioners from the Cambridge Chambers of Commerce, the Kitchener-Waterloo Chamber of Commerce and Communitech. This group played a particular role in the development and review of the WREDS Proposed Actions, through a number of workshops and editing exercises. It is this process of engagement and commitment from municipal staff and other economic development practitioners that will enable the Proposed Actions to become a true working document.

The following is a list of the organizations and individuals from the Economic Development Officers and Practitioners Group that have provided input over the course of the development of the Strategy.

City of Cambridge

- Leah Bozic
- James Goodram
- Trevor McWilliams

City of Kitchener

- Brian Bennet
- Cory Bluhm
- Silvia DiDonato
- Chris Farrell
- Kim Feere
- Rod Regier
- Emily Robson

City of Waterloo

- Justin McFadden
- Ryan Mounsey

Township of North Dumfries

- Stephen Stone

Township of Wellesley

- Geoff VanderBaaren
- Rik Louwagie

Township of Wilmot

- Andrew Martin
- Harold O’Krafka

Township of Woolwich

- Laurel Davies Snyder
- Dan Kennaley
- John Scarfone

Region of Waterloo

- Bridget Coady
- Kevin Curtis
- Ron Gaudet
- Brooke Lambert

Canada’s Technology Triangle

- Catherine Bischoff
- Ann Grey
- John Jung
- Jason Kipfer

Chambers of Commerce

- Greg Durocher – Cambridge Chamber of Commerce
- Ian McLean – Kitchener-Waterloo Chamber of Commerce

Communitech

- Iain Klugman

E

*CTT BOARD OF
DIRECTORS*

CTT Board of Directors Involved in WREDS Consultation Process

The Board of CTT played a significant role in the development of the WREDS. Like the Steering Committee and the Advisory Committee, CTT was engaged throughout the process on all aspects of the Strategy. The following is a list of CTT's Board of Directors that were involved in the process. The list includes Directors who sat on the Board during the period 2013-2014, and new Directors who took a seat on the Board in June 2014.

CTT Board of Directors Engaged in the WREDS Process

- Jane Adams KPMG
- Tim Anderson City of Waterloo
- John Baker Desire2Learn
- Peter Benninger Coldwell Banker Peter Benninger Realty
- Mark Bingeman Bingemans
- David Brenneman Township of Woolwich
- Susan Brown Bank of Montreal
- Joan Fisk Waterloo Wellington Local Health Integration Network
- Dr. George Dixon University of Waterloo
- John Doherty Gowlings
- Gary Dyke City of Cambridge
- Sabrina Fitzgerald PWC Canada/Cambridge Chamber of Commerce
- Gary Hallam Conestoga College
- Ann Gray Canada's Technology Triangle
- Helen Jowett McDonald Green
- John Jung Canada's Technology Triangle
- Jim King City of Cambridge
- Ian MacNaughton MHBC Plan Ltd.
- Chuck Martin Marbro Capital Limited
- Greg McCauley EY
- Ted McKechnie Canada's Tech for Food
- Mike Murray Region of Waterloo
- Janet Peddigrew BMO
- Dan Potje Toyota Motor Manufacturing Company

- David Seyler Riverside Brass
- Grant Whittington Township of Wilmot
- Jeff Willmer City of Kitchener
- Ben Yang Wilfrid Laurier University
- Ken Zelazny Z2K Business Solutions Inc/ Greater KW Chamber of Commerce

F

*STAKEHOLDER
ENGAGEMENT*

Stakeholder Engagement

The following is a list of organizations represented by individuals, who attended and provided input at the nine stakeholder workshop sessions facilitated by MGP in February, 2014. Stakeholders participated in sessions that focused on their particular sector of relevance, with some stakeholders attending more than one session.

In addition to the stakeholder workshops, broader stakeholder feedback was sought through the WREDS website and through a public open house held in May, 2014. There were many excellent comments and suggestions received through these mediums, many of which were anonymous but all taken into careful consideration and accommodated throughout the strategy where appropriate.

Organizations Represented at the Stakeholder Workshops

Accelerator Centre	Kitchener Waterloo Chamber of Commerce
Anchor Danly	Langdon Hall
Aeryon Labs Inc.	Leapple Organic Farm
AIM Health Group	Lost and Found Theatre Company
Alternatives Journal	Logikor Dedicated Logistics
Architectural Conservancy of Ontario – North Waterloo Region Branch	Lutherwood
Bingemans	Manufacturing Innovation Network
Bista Solutions	McDonald Green
BlackBerry	Mennonite Central Committee
Brentwood Livery	MHBC Planning
Business & Education Partnership of Waterloo Region	Mitographics Inc.
Globe Studios	Momentum Developments
Grand River Film Festival	Mondor Design Associates
Cambridge and North Dumfries Hydro Inc.	Mountain Oak Cheese
Cambridge and North Dumfries Physician Recruitment	My Local App
Cambridge Butterfly Conservatory	Oktoberfest
Cambridge Centre for the Arts	Orchard Design Studio Inc.
	Pat the Dog Playwrite Centre
	Pestell Pet Products
	Rare Charitable Research Reserve

Organizations Represented at the Stakeholder Workshops

Cambridge Chamber of Commerce	Ray of Hope
Cambridge Core Areas Advisory Committee	Region of Waterloo
Cambridge EDAC	Region of Waterloo International Airport
Canada's Technology Triangle Inc.	Riverside Brass
CBRE	Royal LePage Crown Realty Services
City of Kitchener	Rozell Inc.
COM DEV International Ltd.	RTO4
Communitech	Rutherford Controls International Corporation
Community Car Share	Social Planning Council of Cambridge and North Dumfries
Conestoga College	Sports Properties International
Conestoga Meats	Stantec
Create Region	Sustainable Food Systems
Creative Enterprise Initiative	Sustainable Waterloo Region
Downtown Kitchener BIA	TD Kitchener Blues Festival
Ecological and Environment Advisory Com	The Museum
IBI Group	Tri-Mach Group
Intermarket Developments	University of Waterloo
Kitchener-Waterloo Association of Realtors	Volunteer Action Centre
Erb Transport	Walper Terrace Hotel/CK Atlantis Hotel
E&Y	Management
Ficha Group Inc.	Waterloo EDAC
Foodlink Waterloo Region	Waterloo North Hydro
Globe Studios	Waterloo Public Library
Golden Triangle Angel Network	Waterloo Region Crime Prevention Council
Gowlings	Waterloo Region Museum
Grand Valley Construction Association	Waterloo Regional Tourism Marketing Corp
Granval Construction Inc.	Whitney & Company Realty
Grand River Accessibility	Wilfrid Laurier University
Grand River Film Festival	

Organizations Represented at the Stakeholder Workshops

Herrle's Farm Market	Workforce Planning Board of Waterloo Wellington
Institute for Quantum Computing	Dufferin
Kara's Smart Foods	Woolwich Community Health Centre
Kitchener EDAC	W2N2
Kitchener Waterloo Symphony	YMCA K-W Mary's Place



Township of Wilmot REPORT

REPORT NO. **FIN 2015-12**

TO: **Council**

PREPARED BY: **Rosita Tse, Director of Finance**

DATE: **February 9, 2015**

SUBJECT: **2015 Municipal Budget**

Recommendation:

That the 2015 Municipal Budget dated February 2, 2015, as recommended by the Ad Hoc Budget Advisory Committee, be approved; and

That the Director of Finance be authorized to prepare the necessary levying by-law to raise \$7,022,020 for Township purposes from general taxation.

Background:

The Ad Hoc Budget Advisory Committee held meetings on December 8, 2014, January 12, January 19, and February 2, 2015 to consider the following aspects of the proposed 2015 Municipal Budget:

- Taxation Policy, User Fees and review of Service Level Requests
- Capital Program & Capital Replacement Reserve Allocations
- Update 10-Year Capital Forecast
- Departmental Base Operating Budgets
- Water and Wastewater Operating Budget and Rates Analysis

Discussion:

The Committee directed staff that the 2015 Budget be prepared to reflect an inflationary levy increase of 2.30%. Based on the review and analysis of departmental budget proposals, and the input of Committee Members and staff during these meetings, the Committee has recommended approval of the proposed 2015 Municipal Budget.

Budget Highlights:

- Tax increase limited to 2.30% (inflationary factor) (2014 – 1.20%)
- General Tax Levy set at \$7,022,020 (2014 - \$6,770,040)
- Net Operating Expenditures of \$6,834,720 (2014 - \$6,623,630)
- Capital Program valued at \$4,150,250 (2014 - \$2,909,550)
- Capital Expenditures funded from taxation of \$1,650,780 (2014 - \$1,617,840)
- Zero Long-term Debt Charges (2014- \$61,320)
- Capital Replacement Reserve Allocations, including OMPF of \$529,435 (2014 - \$504,800)
- New Water and Wastewater Rates effective April 1, 2015, with an average increase of 6.58% (based on 35m³ consumption)

Strategic Plan Conformity:


This report is aligned with the strategic plan in *providing quality of life* through offering recreational opportunities for everyone (WRC Programming, Sararas Playground, Trails and Bike Lanes); and *engaging community* through communicating municipal matters (Community Events Ground Sign), and *building a prosperous economy* by reviewing long term capital planning to ensure adequate funding exists to maintain our infrastructure; and protecting natural environment and resources through using resources responsibly (Reforestation Program).

Financial Considerations:

The tax rate calculations will be completed based upon the levy requirement and will be incorporated into the final property tax bills to be distributed in early June. The impact of 2.30% levy change will be \$18.50 based on an average assessment of \$343,300.

Conclusion:

Upon Council's approval, a press release will be distributed to various outlets, and the final 2015 Budget Package posted to the Township's website.



Rosita Tse, Director of Finance


Reviewed by Grant Whittington, CAO

THE TOWNSHIP OF WILMOT

2015 MUNICIPAL BUDGET



Wilmot is a cohesive, vibrant and welcoming countryside community



2015 BUDGET HIGHLIGHTS

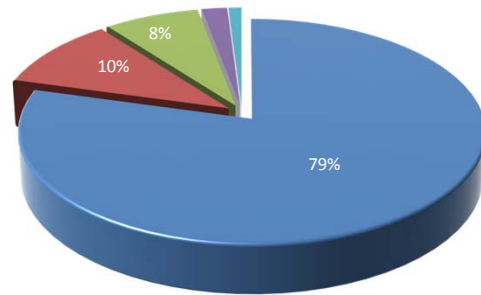
- Tax levy increase limited to 2.30% (2014-1.20%)
- General Tax Levy set at \$7,022,020 (2014 - \$6,770,040)
- Net Operating Expenditures of \$6,834,720 (2014 - \$6,623,630)
- Capital Program valued at \$4,150,150 (2014 - \$2,909,550)
- Capital Expenditures funded from taxation \$1,650,780 (2014 - \$1,617,840)
- Capital Replacement Reserve allocations, including OMPF of \$529,435 (2014 - \$504,800)
- New Water and Wastewater Rates effective April 1, 2015 with an average increase of 6.58 % (2014 – 4.74%) (based on 35m³ consumption)

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SOURCES OF REVENUE – GENERAL FUND

- Tax Levy
- Grants (OMPF)
- Investment Income
- Payment In Lieu (PIL)
- Supplementary Taxes



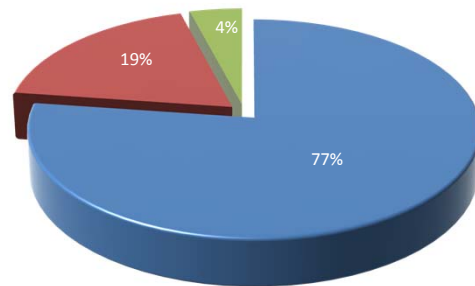
■ Taxation
 ■ Investment Income
 ■ Supplementary Taxes
 ■ Grants
 ■ Payments In Lieu

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DISTRIBUTION OF LEVY EXPENDITURES

- Levy funded expenditures are distributed as follows:
 - Operating Expenditures
 - Transfer to Capital Program
 - Transfer to Capital Replacement Reserve Funds



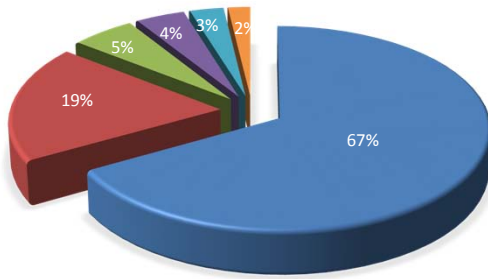
■ Operating Expenses
 ■ Transfer to Reserves
 ■ Transfer to Capital

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DISTRIBUTION OF OPERATING EXPENDITURES

- Recreation Services
- General Government
- Public Works
- Protective Services
- Cultural Services
- Development Services



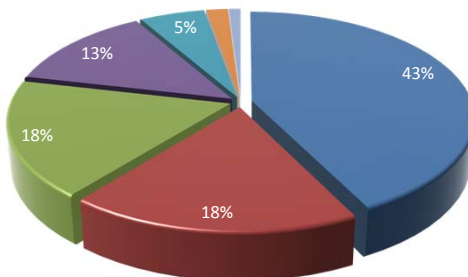
■ Recreation Services ■ General Government
■ Public Works ■ Development Services
■ Cultural Services ■ Protective Services



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DISTRIBUTION OF CAPITAL EXPENDITURES

- Roads & Bridges
- Parks Improvements
- Equipment
- Vehicles
- Facilities
- Street Lights
- Other



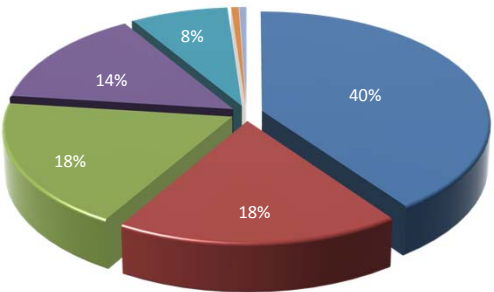
■ Roads & Bridges ■ Vehicles
■ Facilities ■ Equipment
■ Other ■ Park Improvement
■ Street Lights



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SOURCES OF CAPITAL FUNDING

- General Levy
- Government Grants
- User-pay reserve funds
- Fundraising
- Development Charges
- Trust Fund
- Sale of Vehicles



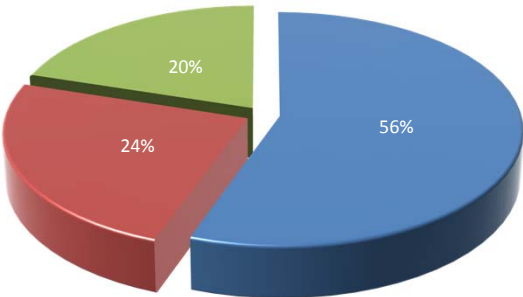
■ General Levy
■ Government Grants
■ Capital Replacement Reserve Funds
■ User-pay Reserve Funds
■ Development Charges
■ Trust Fund
■ Sale of Vehicles



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2015 BUDGET IMPACT

- Levy Impact is an additional \$18.50 annually for a household with average \$343,300 assessment



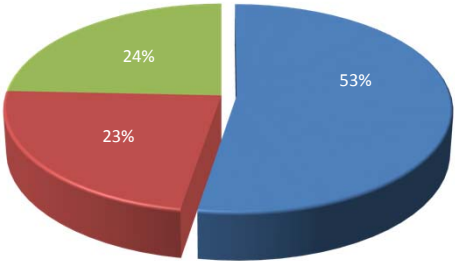
■ Region of Waterloo ■ Township of Wilmot
■ School Boards



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2015 UTILITIES BUDGET IMPACT

- Water/Wastewater User Fees result in an additional \$9.65 per bill (based upon 35m³)



Regional Charges Infrastructure Replacement
Operational Costs

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STRATEGIC PLAN IMPACT



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Township of Wilmot REPORT

REPORT NO.: PW-2015-01
TO: Council
PREPARED BY: Gary Charbonneau, Director of Public Works
DATE: February 9, 2015
SUBJECT: Public Works Activity Report
October - December

Recommendation:

That the Public Works Department Activity Reports for the months of October, November and December 2014 be received for information.

Background:

N/A

Discussion:

The attached summaries highlight the activities of the Public Works Department for the fourth quarter of 2014.

Strategic Plan Conformity:

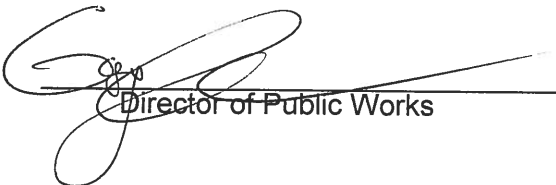
Communicating municipal matters.

Financial Considerations:

N/A

Conclusion:

That the report be received for information.


Director of Public Works


Reviewed by CAO

**Township of Wilmot
Utilities Manager Report
October 1 to October 31, 2014**

Water Main Breaks/Excavations

- Brewery Street townhouse complex hard connect
- 190 Main Street – Hard connect
- 123 Milton Street – Vac Dug and replaced service box and rod
- 241 Casselholme – Water main break
- 98 Charles – Hard connect
- 25 Byron – Vac dug and replaced service box and rod

Locates:

- 103 individual/project locates

Meter – New/Old Installations:

- 18 installations/inspections/change outs

Water Quality Issues

- Oct 23 – St Agatha water adverse – TC Adverse, flushed and sampled

General

- Chlorine residual bi-weekly testing
- Final Reads
- Water meter repairs/Replacements/Inspections
- Huron Street dead end chamber testing
- High consumption complaints/Investigation
- Plumbing sound outs – high consumption complaints
- Meter reading
- Monthly dead end water main flushing
- MXU installations and programming
- Hydrant maintenance
- New Hamburg/Baden fountain tear downs

Sanitary Main/Lateral Blockages/Investigation/Maintenance

None

Lift Stations

#1 - Lift station - Waterloo Street

- Regular checks and monthly maintenance
- Cleaned wet well and Floats

#2 - Lift station - Milton Street

- Regular checks and monthly maintenance
- Cleaned wet well and Floats
- High level alarm - rain event

#3 - Lift station - Marvin Street

- Regular checks and monthly maintenance
- Cleaned wet well and Floats

#4 - Lift station - Charlotta Street

- Regular checks and monthly maintenance
- Cleaned wet wells and floats
- Pump failure, pump plugged with a rag

Building & Grounds

- Regular cleaning and maintenance

Fleet

- Regular maintenance/oil changes
- Safety inspections and repairs

Snow Operations

- None

**Township of Wilmot
Utilities Manager Report
November 1 to November 30, 2014**

Water Main Breaks/Excavations

- Jacob Street – New hydrant installation
- Charles Street – hard connect

Locates:

- 31 individual/project locates

Meter – New/Old Installations:

- 10 installations/inspections/change outs

Water Quality Issues

- None

General

- Chlorine residual bi-weekly testing
- Final Reads
- Water meter repairs/Replacements/Inspections
- Huron Street dead end chamber testing
- High consumption complaints/Investigation
- Plumbing sound outs – high consumption complaints
- Meter reading
- Monthly dead end water main flushing
- MXU installations and programming
- Hydrant Dips for winter months

Sanitary Main/Lateral Blockages/Investigation/Maintenance

None

Lift Stations

#1 – Lift station - Waterloo Street

- Regular checks and monthly maintenance
- Cleaned wet well and Floats

#2 – Lift station - Milton Street

- Regular checks and monthly maintenance
- Cleaned wet well and Floats
- High Level event

#3 – Lift station - Marvin Street

- Regular checks and monthly maintenance
- Cleaned wet well and Floats

#4 – Lift station - Charlotta Street

- Regular checks and monthly maintenance
- Cleaned wet wells and floats

Building & Grounds

- Regular cleaning and maintenance

Fleet

- Regular maintenance/oil changes
- Safety inspections and repairs

Snow Operations

- Sidewalk salting and plowing

**Township of Wilmot
Utilities Manager Report
December 1 to December 31, 2014**

Water Main Breaks/Excavations

- 259 Hamilton road – Vac dug service box and replaced box and rod

Locates:

- 33 individual/project locates

Meter – New/Old Installations:

- 17 installations/inspections/change outs

Water Quality Issues

- None

General

- Chlorine residual bi-weekly testing
- Final Reads
- Water meter repairs/Replacements/Inspections
- Huron Street dead end chamber testing
- High consumption complaints/Investigation
- Plumbing sound outs – high consumption complaints
- Meter reading
- Monthly dead end water main flushing
- MXU installations and programming
- Hydrant dips for winter

Sanitary Main/Lateral Blockages/Investigation/Maintenance

129 Louisa Street – Blocked sewer lateral

348 Fairview – Blocked sewer lateral

Lift Stations

#1 – Lift station - Waterloo Street

- Regular checks and monthly maintenance
- Cleaned wet well and Floats

#2 – Lift station - Milton Street

- Regular checks and monthly maintenance
- Cleaned wet well and Floats

#3 – Lift station - Marvin Street

- Regular checks and monthly maintenance
- Cleaned wet well and Floats

#4 – Lift station - Charlotta Street

- Regular checks and monthly maintenance
- Cleaned wet wells and floats

Building & Grounds

- Regular cleaning and maintenance

Fleet

- Regular maintenance/oil changes
- Safety inspections and repairs

Snow Operations

- Sidewalk salting

Road Dept. Report

Oct. 2014

Structures

- No Report.

Roadside

- Cleaning up the roadside dumping that occurs.
- Road widening of Bean Rd from Walker Rd. to Oxford # 5 prior to hard surfacing in 2015.
- Picked up road side dumping of large cement chunks on Cedar Grove Rd.

Drainage

- Repaired catch basin at 48 Village Greenway.

Loose top

- Grading of gravel roads with potholes.
- Excavator hired to ditch Bean Rd. where the grader could not get in to.

Hardtop

- Hot asphalt patched potholes identified with the road patrol management system.

Gravel Pit

- Using asphalt grindings we placed and leveled the material at the entrance to our pit to keep it from washing out and the dust to a minimum.

Winter Control

- We rent a stacker annually for 1 day to put up the sand/ salt pile in the salt dome.
- Instructor was hired to train the staff on Snow plowing operations.

Safety

- Sign post straightening and sign replacement of faded signs.
- Install new NO truck signs on Queen St and Hallman Rd. in New Dundee as per new by-law.

Vehicles and Equipment

- Delivery of new stake truck with removable wood chipper box.

Building and Grounds

- No report.

Road Dept. Report

Nov. 2014

Structures

- No report.

Roadside

- With our grader we leveled off the high shoulders on Huron Rd. so that water runs in to the ditches.

Drainage

- Cleaned leaves off catch basins in problems of towns.

Loose top

- Ditching Bean Rd. where we can with the grader and loader between Walker Rd. and Diamond Rd.
- Had the grader scrape mud off Settlement Rd. from a farm tractor removing crops.
- Grading gravel roads with numerous potholes.

Hardtop

- Hot asphalt repairs to potholes as identified from the road patrol management system.
- Asphalt padded low spot on Good Street

Winter Control

- Using our trucks we hauled up sand from the pit to our yard.
- We were out 10 days plowing and or salting roads.

Gravel pit

- No report.

Safety Devices

- Oversized Stop signs and flashing warning lights installed on Sandhills Rd and Wilmot Centre Rd. at Huron Rd.
- New hi intensity checkerboard signs were installed in the south end of the Township to replace faded or old engineering grade signs.

Vehicles and Equipment

- Installed plow equipment on the dump trucks.
- Truck # 2 needed annual safety check. \$ 3900.00

Building and Grounds

- Cleaned up shop.
- Monthly safety inspection.

Road Dept. Report

Dec 2014

Structures

- No report.

Roadside

- Trimmed trees in towns where the branches are hitting the trucks and cutting trees marked to be removed.
- Re-ditched on Holland Mills near the Nith River bridge.
- Picked up four 45 gallon drums filled with a chemical of some type set along the roadside. Brought them back to the yard to have Safety Kleen dispose of them.

Drainage

- Made repairs to the asphalt around manholes in New Hamburg, Baden and Petersburg. Snow plows would catch on them and cause damage to the plows.
- Cleaned leaves off catch basins in towns.

Loose top

- Excavator hired to do more ditching on Bean Rd. as we prepare to hard surface in 2015.
- Spot graded gravel roads where there were potholes.

Hardtop

- Pot hole repair generated from road patrol system.

Winter Control

- Five days of winter control.

Gravel Pit

- Excavator hired to load overburden on our trucks and move to the outside perimeter of the pit.

Safety

- Made some repairs to signs and posts as identified by the road patrol system.

Vehicles and Equipment

- Washed and greased trucks.
- Performing maintenance on the plow equipment.

Building and Grounds

- Cleaned out the old buildings and arranged the seasonal equipment.



Township of Wilmot REPORT

REPORT NO. DS 2015-05

TO: Council

PREPARED BY: Andrew Martin, Planner/EDO

DATE: February 9, 2015

SUBJECT: Release of Agreement – 13 Alderside Drive

Recommendation:

That the Township release Agreement 705844 between the Township of Wilmot and the owners of 13 Alderside Drive from the title of Lot 16, Plan 1462 (PIN 22207-0049) subject to the following conditions:

1. That the applicant be responsible for all costs related to the preparation and registration of the release by the Township; or,
2. That the applicant prepare and register the release of the agreement at no cost to the Township of Wilmot.

Background:

Agreement 705884 was entered into between the Township of Wilmot and a prior owner of 13 Alderside Drive, in 1981.

The agreement set out development requirements for a new dwelling at 13 Alderside Drive including submission of drawings and plans and outlining the necessary approvals prior to the issuance of a building permit.

Discussion:

A building permit was obtained from the Township of Wilmot and a septic permit from the Waterloo Regional Health Unit in 1981. A survey was prepared in 1986 confirming the location of the dwelling in conformity with the Township Zoning By-law. Given that development of the site has been complete since the early 1980's, the development agreement is no longer required.

Strategic Plan Conformity:

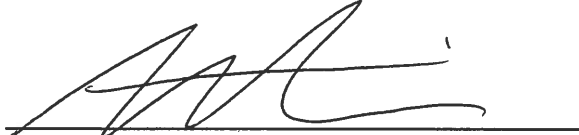
The use of development agreements to ensure logical and orderly development helps protect our natural environment and enjoyment of quality of life.

Financial Considerations:

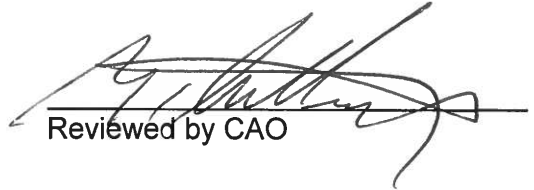
Costs related to the release of the agreement will be borne by the applicant.

Conclusion:

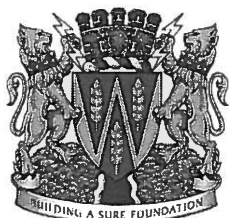
Staff recommend the release of the agreement as development of the subject property has been complete for more than thirty years.

A handwritten signature in black ink, appearing to read 'AM', is written over a horizontal line.

Andrew Martin, MCIP RPP
Planner/EDO

A handwritten signature in black ink, appearing to read 'G. H. H.', is written over a horizontal line.

Reviewed by CAO



Township of Wilmot REPORT

REPORT NO.	DS 2015-06
TO:	Council
PREPARED BY:	Harold O’Krafka, Director of Development Services
DATE:	February 9, 2015
SUBJECT:	2014 Building Statistics Summary

Recommendation:

That the 2014 Building Statistics Summary be received for information.

Background:

Building Statistics are provided to Council on a monthly basis for information purposes.

Month end reporting to is also provided to the public via the Township website in addition to statistical reports provided monthly to the Region of Waterloo, Statistics Canada and Municipal Property Assessment Corporation.

Discussion:

While the total number of permits issued in 2014 was lower than 2013 the number of new home starts was slightly higher than 2013. While new home starts have remained steady for the last several years they do remain significantly below the 10yr average.

This trend is expected to continue through 2015 and then begin to upswing in 2016 and 2017, towards the 10yr average, as new sewage capacity becomes available and new subdivisions are proposed, approved and constructed.

Looking ahead, 2015 will also see the implementation of new mandatory septic re-inspection requirements as part of the Grand River Source Protection Plan. This program will undoubtedly generate an increase in the number of septic repair and septic replacement permits. Staff are pleased to advise that the Province accepted the Collaboration Statement of the Township of Wilmot (Report 2014-27) which generated a top-up of an additional \$15,000 for Source Protection implementation activities.

Strategic Plan Conformity:

Tracking of building activity provides a statistical basis for decision making related to land use planning in the community which contributes to the quality of life of Wilmot residents.

Reporting statistics on a monthly basis contributes to enhanced community engagement.

Financial Considerations:

Building Permit fees were slightly lower than anticipated in 2014 and as a result additional funds were drawn from the dedicated Building Reserve Fund as per Bill 124 legislative requirements.

Conclusion:

In conclusion, Building Activity rates in 2014 remained steady and comparable with 2013 and this is expected to continue in 2015.



Harold O'Kraika, MCIP RPP
Director of Development



Reviewed by CAO

BUILDING STATISTICS

Source: Township of Wilmot
Development Services

MONTH OF DECEMBER	10 Year Average	2013	2014
Number of Permits Issued	24	19	19
Dwelling Units Constructed	15	8	5
Dwelling Units Demolished	0	1	0
Residential - New Dwelling Units	\$ 3,131,500	\$ 1,735,000	\$ 1,470,000
Residential - Addition/Alteration	\$ 190,000	\$ 120,000	\$ 195,000
Residential - Accessory	\$ 31,000	\$ 5,000	\$ -
Agricultural - New	\$ 95,500	\$ -	\$ 35,000
Agricultural - Addition/Alteration	\$ 10,000	\$ -	\$ -
Commercial - New	\$ 5,000	\$ -	\$ -
Commercial - Addition/Alteration	\$ 35,000	\$ -	\$ 10,000
Industrial - New	\$ -	\$ -	\$ -
Industrial - Addition/Alteration	\$ 30,500	\$ -	\$ -
Institutional - New	\$ 107,000	\$ 1,040,000	\$ -
Institutional - Addition/Alteration	\$ 102,500	\$ 10,000	\$ 500,000
Miscellaneous	\$ 24,500	\$ -	\$ -
Total Construction Value	\$ 3,762,500	\$ 2,910,000	\$ 2,210,000
YEAR TO DATE	10 Year Average	2013	2014
Number of Permits Issued	441	422	383
Number of Dwelling Units	174	104	105
Total Construction Value	\$ 56,359,500	\$ 43,610,000	\$ 45,459,000

December 2014

Residential - New		Agricultural - New
BADEN		2332 Berlett's Road
23 Bettschen Lane	15 Geiger Place	Commercial - Alt.
26 Bettschen Lane	120 Michael Myers Road	
NEW HAMBURG		194 Arnold Street
12 Piccadilly Square		251 Huron Street
Residential - Alteration		Institutional - Alt.
		43 Snyder's Road E
36 Honderich Place	148 Hostetler Road	
80 Livingston Boulevard	2-250 Hostetler Road	
38 Dundee Avenue	238 Hostetler Road	
74 Captain McCallum Drive	18 Jantzi Place	
29 Captain McCallum Drive	260 Theodore Schuler Boulevard	



Township of Wilmot REPORT

REPORT NO. PRD 2015-01

TO: Council

PREPARED BY: Scott Nancekivell

DATE: February 09, 2015

SUBJECT: Facilities & Recreation Services Quarterly Activity Reports

Recommendation:

That the Facilities & Recreation Services Activity Reports for the fourth quarter of 2014 be received for information.

Background:

N/A

Discussion:

The Managers from the three activity areas within the department (Aquatics, Parks/Facilities, Recreation/Community Services), have prepared activity reports for the fourth quarter of 2014. The attached summaries highlight the more notable undertakings by the Managers and their staff, and do not necessarily include all day-to-day operational or administrative activities.

Strategic Plan Conformity:

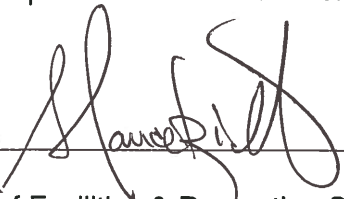
Communicating municipal matters.

Financial Considerations:

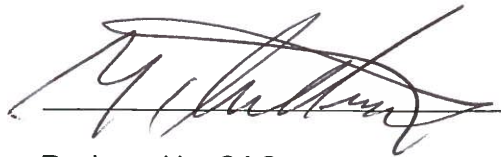
N/A

Conclusion:

That the report be received for information.



Director of Facilities & Recreation Services



Reviewed by CAO

FACILITIES & RECREATION SERVICES

Parks and Facilities Division

Quarterly Activity Report (October-December 2014)

- Worked with OpenSpace Solutions Inc., on splash pad project; work is progressing well, project is on target due to excellent weather in September.
- Met with staff at Morningside to investigate a property owner's concern that tree branches from Riverside Cemetery were encroaching his property. Morningside staff were advised that the situation would be monitored in 2015.
- Met with OpenSpace to locate the new picnic shelter between the playground and splash pad; it was installed 3 weeks later.
- Met with Roger's TV and IT staff regarding a televised Wilmot Girls Hockey Association event on Roger's Cable.
- Met with Bruce at NH Library, roof top HVAC unit isn't heating. Reviewed repair vs replacement costs and decided repair was the best option. Bruce purchased the new parts and fixed without affecting Library programming.
- Purchased a new 2-bay swing set for ND Park from RTS, P. Gingerich and Township facility staff installed the unit and protective surfacing.
- ND Library project has been completed, worked with contractors to make sure the facility was ready for occupancy.
- Dealing with Regional Library staff at ND Library for the Open House.
- Facility staff assisted the Clerks Dept. with election polling station requirements at our facilities.
- Play World Play Systems was the low bidder on an RFQ to install 2 small neighborhood playgrounds at Captain McCallum Park, New Hamburg and Goldschmidt Park, Baden. Met with the installers on-site to assist with location and layout of the play areas.
- Met with facilities staff and P.Gingerich Excavating at Haysville CC. regarding the relocation of a large flowerbed located inside the preschool play area, to an area outside the play area and closer to Huron Road.
- Wal-Dor was awarded the job to build portable aluminum skateboard ramps for the drop-in program at the NH Arena. Met with the WFRC and Henry to come up with a lightweight, easy set-up style of portable ramps that will withstand heavy usage.
- Worked with staff to get updated quotes for 2015 budget needs throughout the Township facilities.
- Worked with facility staff and P.Ginerich Excavating on the location, design and construction of the material storage bunkers at WRC.
- Arranged for 2 F/T Facility Operators to attend a Level 1&2 Pool Operators course offered at the City of Kitchener.
- Worked with snow removal contractors to resolve some minor issues due to new staff.
- The NH Grandstand and Norm S Hill Park were flooded...fortunately nothing was damaged.
- WFRC used the NH Arena floor as a successful assembly and distribution site for their food hamper program.

Geoff Dubrick
Parks and Facilities Manager

FACILITIES & RECREATION SERVICES

Aquatics Division

Quarterly Activity Report (October - December 2014)

- Several new aquatic staff member were hired in December: Halle Kleine, Mallory Silverthorn and Elaine Symons have been hired as Assistant Instructor Guards. Haylea Kuehl and Krystal Timmerman were hired as Instructor/ Lifeguards. We had a few staff members move up the ranks to Instructor/ Guards as they obtained their certifications over the fall months. We had 4 staff members resign in December. We currently have 3 full time staff members, 33 active part-time staff members and 5 staff on our substitution list.
- Our Fall 2014 session had a total of 967 Learn-to-Swim participants and 50 Leadership participants and 221 private lessons. Compared to the Fall 2013 session which had a total of 846 Learn-to-Swim participants and 26 Leadership participants and 213 private lessons.
- In 2014 we instructed a total of 4197 swimming lesson and leadership participants (a 21% increase over the previous year). Of those, 3458 of those were Township of Wilmot residents and 739 were non-residents. In 2013 we had 3886 swimming lesson and leadership participants. In 2013 we had 3252 Township of Wilmot residents and 634 were non-residents.
- There were 9410 admissions for our recreational swim programs during the fourth quarter in 2014. These programs include length swims, open/family swims and Aquafit classes. In 2013 we had 8846 admissions for our recreational swims during the same period.
- In September we started a new daytime Aquafit program. Easy-Does-It! is a warm water aquafit class that is geared towards participants who are new to fitness classes or those who have disabilities that prevent them joining our Shallow or Deep Aquafit classes, which might be too vigorous for them. The goal of some of the participants would be to eventually leave this program and join the regular class, while for others it would be to increase physical movement in their lives. The focus of this program is stretching and muscle work at a slower pace. This program does not include a cardiovascular portion as the warm temperature of the water is not conducive to this.
- There were 6591 pool rental participants during this period. These programs include ACES, Board of Education and private rentals. In 2013 we had 5945 participants during the same period.
- Three regular rental groups receive a discounted pool rental rate for use of the Wilmot Aquatic Centre. This does not take into account free or subsidised use of meeting rooms. In 2014 these groups received a subsidy in the amount of \$30,032.86 compared to \$14,950.67 in 2013. The breakdown for the amounts received in 2014 were as follows;

- The Wilmot ACES swim team received \$27,723.26 in pool time subsidies. They utilized 770 hours of pool time. Swim Meets utilized 83 hours and their swim practices utilized 687 hrs.
- Waterloo District School Board received \$1,683.01. They utilized 36 hours of pool time. (WO – 13 hours - \$664.95, Forest Glen – 8 hours – \$247.81, other Board schools – 15 hours \$770.25)
- Waterloo District Catholic School Board received \$626.59. They utilized 12.25 hours of pool time.

Submitted by:

Angela Bylsma Anderson
Aquatics Manager

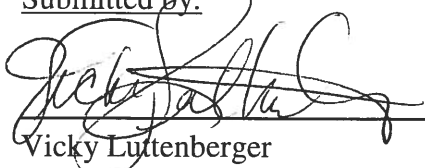
FACILITIES & RECREATION SERVICES

Recreation and Community Services Division

Quarterly Activity Report (October - December 2014)

- Staff began to collect information for the Spring/Summer Community Recreation Guide. It will be distributed to residents during the third week in February.
- Continued to meet and work with Wilmot Family Resource Centre and Community Care Concepts regarding programming at the Wilmot Recreation Complex.
- Staff continued to work with the Youth Action Council. This is our second year of coordinating a Youth Action Council. This year we have 12 enthusiastic members who have been hard at work planning activities and events for younger youth in Wilmot.
- Staff continued to coordinate program delivery and identify new program opportunities based on feedback from participants. The program plans for Spring and Summer have been completed and staff have begun planning for the Fall of 2015.
- Coordinated and attended meeting with Baden ball user groups relative to the continuation of adult ball at Baden Park.
- Continued to support the activity leaders of the Seniors Shuffleboard Program.
- Staff completed and submitted funding applications for Aviva Fund and the KW Community Foundations. We were successful in attaining \$1000 in funding from the KW Community Foundation for Youth Action Council to create the volunteer program to get youth active throughout the community. They are calling it the Vol-Unity ("Vol"unteering in the Comm"unity").
- Staff began organizing the Spring & Summer Registration and Leisure Fair. The Leisure Fair is being held on March 4th from 7 – 8:30 pm at WRC.
- Attended meetings of the Township's Website Refresh Working Group
- Attended the annual reciprocal use meeting with the Waterloo Region District School Board
- Online program registration for the aquatics, recreation, leisure and fitness programs being offered in the Winter session began on December 9th for Township residents and December 16th for Non-Residents.
- Assisted with operating budget preparation.

Submitted by:

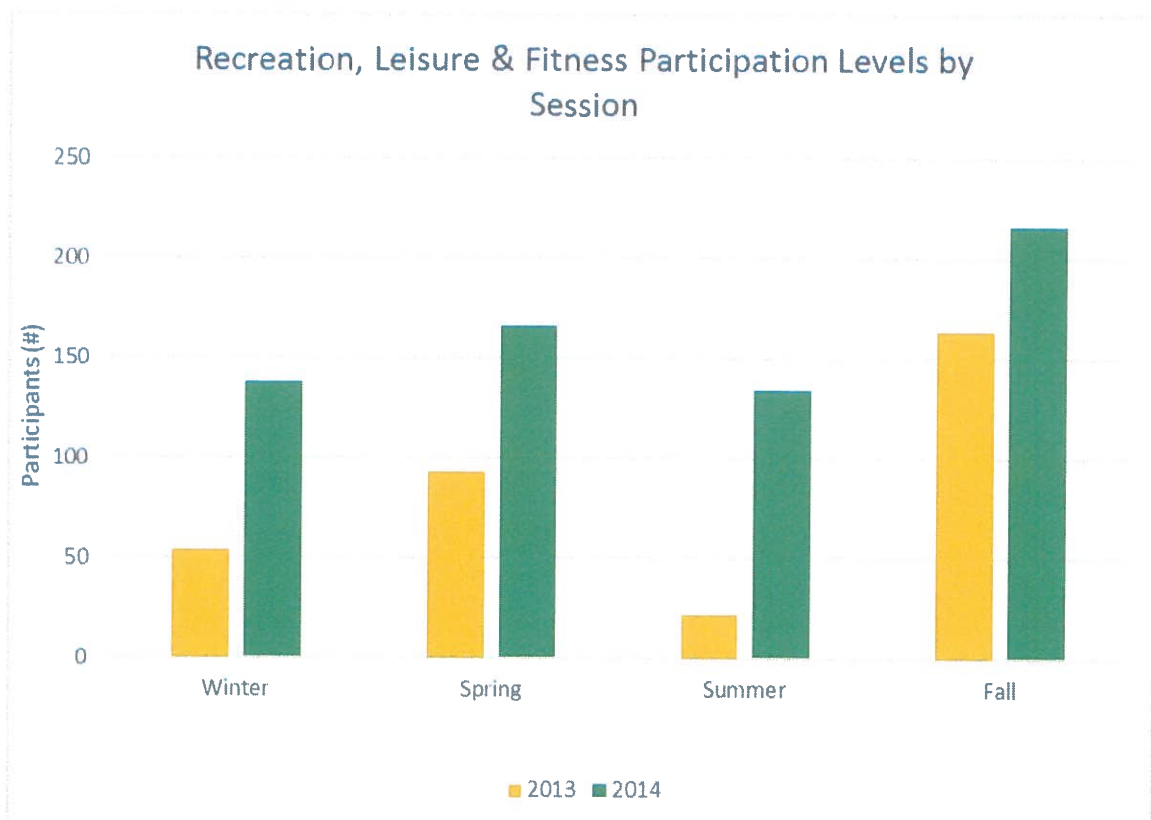
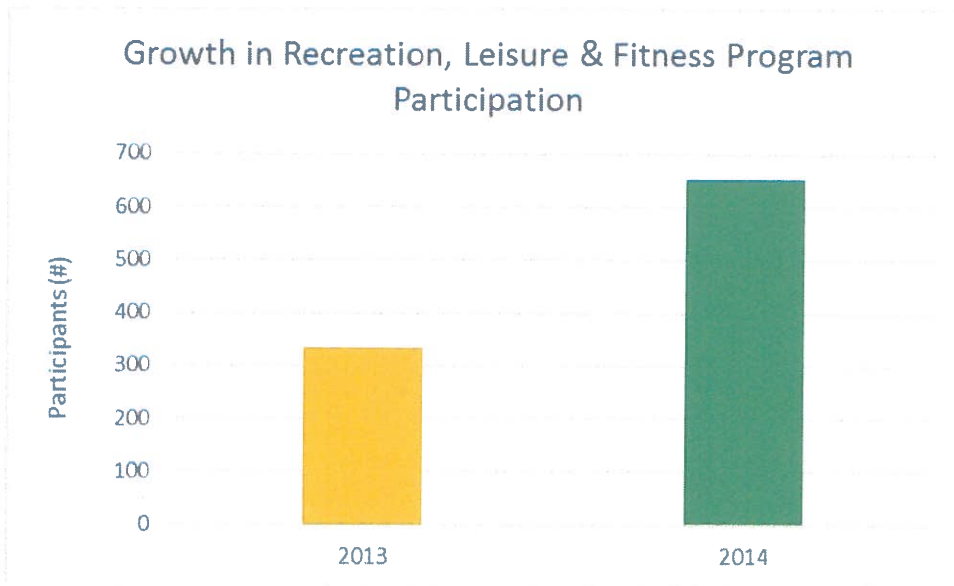


Vicky Luttenberger

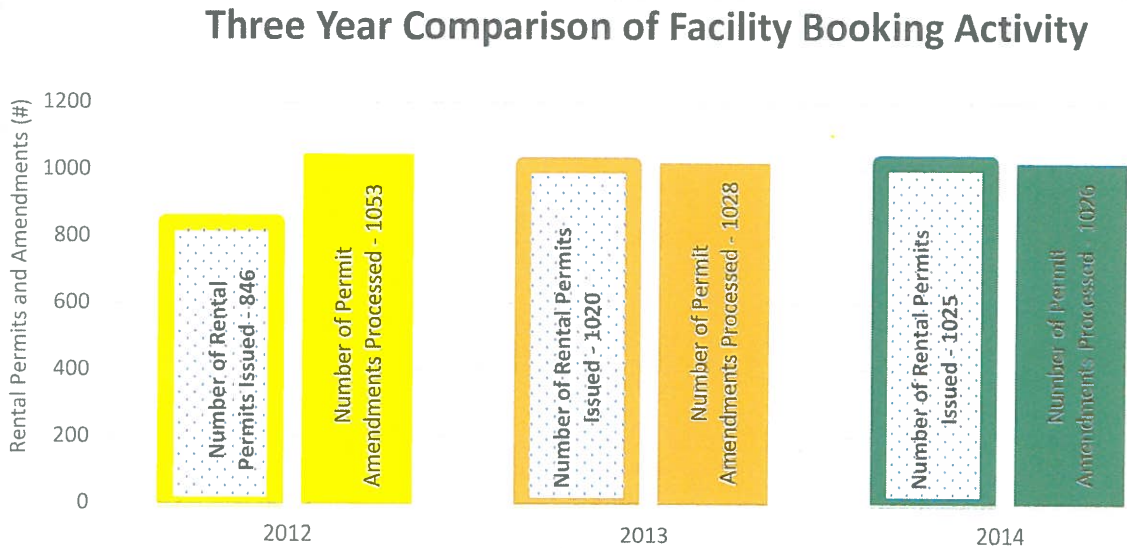
Manager of Recreation and Community Services

- **Year-end Stats for 2014**

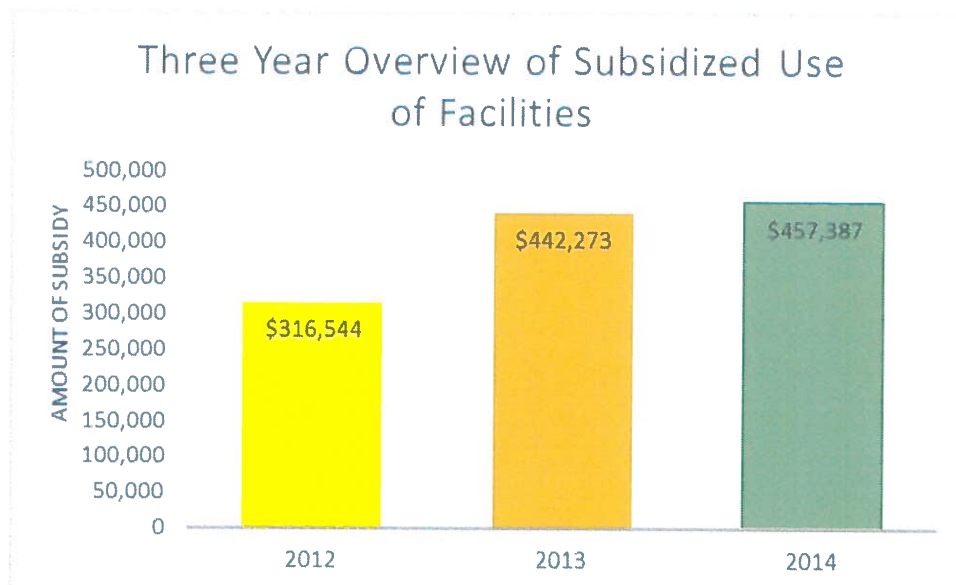
- *Programming* - Overall, there were 654 participants in the Recreation, Leisure & Fitness programs offered by the Township in 2014. In comparison to the 336 participants in 2013 – this represents a 95% increase in participation!



- *Facility Scheduling* - staff issued 1025 rental permits and made 1026 amendments to the rental permits in 2014 in comparison to issuing 1020 rental permits and 1028 amendments in 2013.



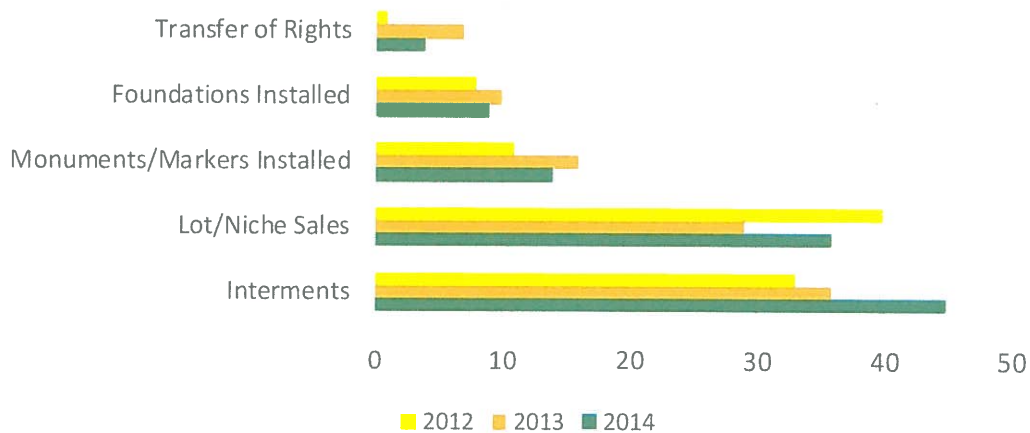
- *Subsidized Facility Usage* – The chart below provides a three year comparison of subsidized use of facilities provided to non-profit organizations, Wilmot community groups, service clubs and minor sports organizations. The chart below depicts, approximately, a 3.4% increase, from 2013 to 2014, in facility use subsidies. In 2014, the Township provided \$457,387 in facility use subsidies.



(Please note: the increase depicted above between 2012 and 2013 is a result of increased and/or expanded use of facilities after WRC Phase II opened.)

- *Cemetery* – The chart below depicts the level of activity for cemetery administration over the past three years. Although, the chart depicts a decrease in 2014 from 2013 in number of Transfer of Rights, coordination of foundation installations and monument/marker installations, there was an increase in lots sales and interments. Overall, 2014 was a very busy year. A summary of the activities is as follows:
- 45 Interments
 - 36 Lot/Niche Sales
 - 14 Monuments/Markers
 - 9 Foundations Ordered
 - 4 Transfer of Rights

Cemetery Administration - Activity Level



Note: In 2012, the Ontario government made changes to their legislation regarding the sale of cemetery lots. Cemetery lot owners/right owners have the right to sell their plots back to the cemetery owner at the current rates.



Township of Wilmot REPORT

REPORT NO. FI 2015-01

TO: Council

PREPARED BY: Michael Raine, Fire Chief

DATE: February 9, 2015

SUBJECT: Quarterly Activity Report

Recommendation:

That the Fire Department Activity Report for the fourth quarter of 2014 be received for information purposes.

Background:

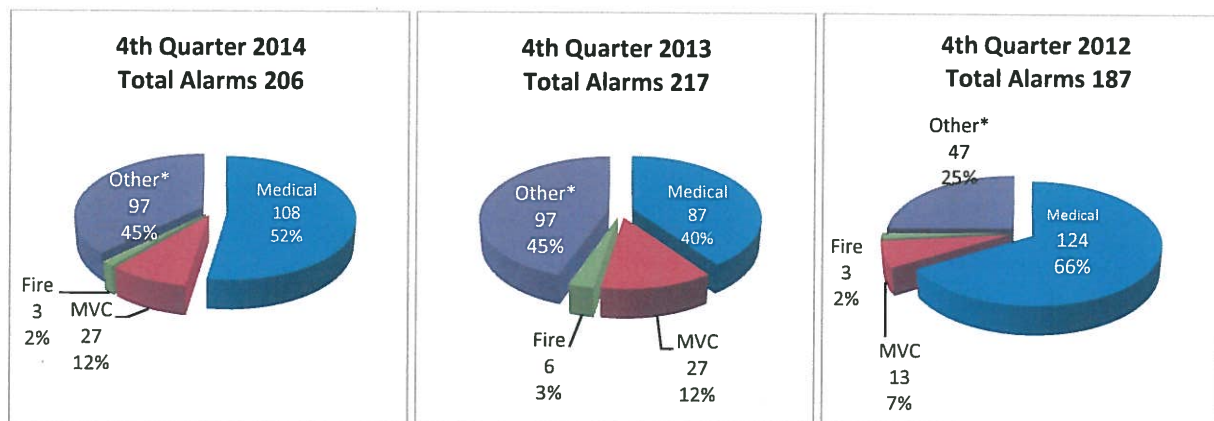
Not applicable.

Discussion:

The attached information shows our fire alarm activities for the three stations, as well as the activities from the Fire Prevention Officer and the Public Education/Training Officer.

In total during the fourth quarter, the Fire Department responded to a total of 206 alarms. For the same period in 2013, the number was 217 and 187 in 2012 respectively.

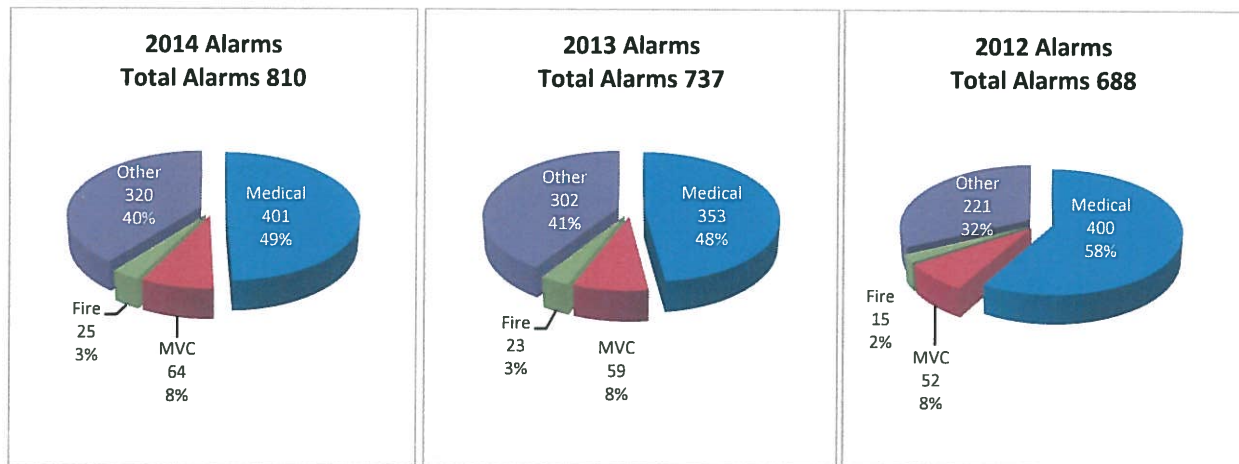
Fourth Quarter Alarm Stats comparison



*Includes Alarms Ringing, Burn Complaints, CO Investigations, and smoke or odour investigations and any other miscellaneous calls.

Yearly Alarm Stats

Comparing the yearly alarm stats, in 2014, the Fire Department responded to a total of 810 alarms. In 2013, the department responded to 717 alarms and in 2012, they responded to 688 alarms.



Strategic Plan Conformity:


Communicating municipal matters.

Financial Considerations:

Not applicable.

Conclusion:

That the report be received for information.



Michael Raine
Fire Chief



Reviewed by CAO



Township of Wilmot Fire Department

Fire Chief: Michael Raine

4th Quarter Alarm Stats Comparison - Baden Station

Response Type	# of Incidents		
	2014	2013	2012
1 Fire	1	3	2
3 NO LOSS OUTDOOR fire (see exclusions)	0	1	0
23 Open air burning/unauthorized controlled burning (no uncontrolled fire)	1	1	1
24 Other Cooking/toasting/smoke/steam (no fire)	0	3	2
29 Other pre fire conditions (no fire)	0	0	2
31 Alarm System Equipment - Malfunction	6	3	1
32 Alarm System Equipment - Accidental activation	1	4	3
33 Human - Malicious intent, prank	0	1	1
34 Human - Perceived Emergency	0	1	1
35 Human - Accidental	2	0	3
37 CO false alarm - perceived emergency (no CO present)	1	0	1
38 CO false alarm - equipment malfunction (no CO present)	2	3	2
39 Other False Fire Call	0	1	0
42 Gas Leak - Propane	0	1	0
45 Spill - Gasoline or Fuel	0	1	0
50 Power Lines Down, Arcing	1	5	2
53 CO incident, CO present (exc false alarms)	0	1	0
59 Other Public Hazard	0	1	0
61 Vehicle Extrication	1	0	0
62 Vehicle Collision	10	13	6
701 Oxygen administered	12	4	13
71 Asphyxia, Respiratory Condition	2	4	1
73 Seizure	1	0	0
76 Chest pains or suspected heart attack	1	3	0
84 Medical Aid Not Required on Arrival	1	1	14
85 Vital signs absent, DOA	1	1	1
86 Alcohol or drug related	1	0	0
88 Accident or illness related - cuts, fractures, person fainted, etc.	0	0	3
89 Other Medical/Resuscitator Call	2	5	6
898 Medical/resuscitator call no action required	1	2	0
913 Assisting Other FD: Other	3	4	1
93 Assistance to Other Agencies (exc 921 and 922)	6	2	0
96 Call cancelled on route	5	9	2
97 Incident not found	0	1	0
98 Assistance not required by other agency	17	4	1
99 Other Response	1	1	0
Total Number of Responses	2014 80	2013 84	2012 69



Township of Wilmot Fire Department

Fire Chief: Michael Raine

4th Quarter Alarm Stats Comparison - New Dundee Station

Response Type	# of Incidents		
	2014	2013	2012
23 Open air burning/unauthorized controlled burning (no uncontrolled fire)	1	0	0
29 Other pre fire conditions (no fire)	0	0	2
31 Alarm System Equipment - Malfunction	0	2	0
32 Alarm System Equipment - Accidental activation	0	0	1
35 Human - Accidental (alarm accidentally activated by person)	1	1	0
38 CO false alarm - equipment malfunction (no CO present)	0	2	0
50 Power Lines Down, Arcing	0	4	0
57 Public Hazard no action required	1	1	0
59 Other Public Hazard	0	1	0
61 Vehicle Extrication	0	1	0
62 Vehicle Collision	0	4	2
701 Oxygen administered	8	0	12
702 CPR administered	1	0	1
703 Defibrillator used	0	2	0
71 Asphyxia, Respiratory Condition	0	3	0
73 Seizure	1	0	0
76 Chest pains or suspected heart attack	1	4	0
84 Medical Aid Not Required on Arrival	0	0	9
88 Accident or illness related - cuts, fractures, person fainted, etc.	3	3	0
89 Other Medical/Resuscitator Call	0	0	1
898 Medical/resuscitator call no action required	1	0	0
910 Assisting Other FD: Mutual Aid	0	1	0
911 Assisting Other FD: Automatic Aid	1	0	0
96 Call cancelled on route	4	3	2
98 Assistance not required by other agency	1	2	0
Total Number of Responses	24	34	30



Township of Wilmot Fire Department

Fire Chief: Michael Raine

4th Quarter Alarm Stats Comparison - New Hamburg Station

Response Type	# of Incidents		
	2014	2013	2012
1 Fire	2	3	1
3 No loss outdoor fire	0	2	0
21 Overheat (no fire, e.g. engines, mechanical devices)	0	1	0
22 Pot on Stove (no fire)	1	1	0
23 Open air burning/unauthorized controlled burning (no uncontrolled fire)	2	0	0
24 Other Cooking/toasting/smoke/steam (no fire)	0	1	0
31 Alarm System Equipment - Malfunction	1	6	1
32 Alarm System Equipment - Accidental activation	1	3	2
33 Human - Malicious intent, prank	1	0	2
34 Human - Perceived Emergency	1	0	2
35 Human - Accidental (alarm accidentally activated by person)	1	2	1
37 CO false alarm - perceived emergency (no CO present)	0	1	0
38 CO false alarm - equipment malfunction (no CO present)	1	3	3
39 Other False Fire Call	0	1	0
50 Power Lines Down, Arcing	1	0	0
53 CO incident, CO present (exc false alarms)	2	0	0
57 Public Hazard no action required	0	0	1
61 Vehicle Extrication	1	0	0
62 Vehicle Collision	6	9	5
68 Water Ice Rescue	0	2	0
701 Oxygen administered	21	23	30
702 CPR administered	1	0	0
703 Defibrillator used	0	1	0
71 Asphyxia, Respiratory Condition	5	4	2
73 Seizure	6	2	1
76 Chest pains or suspected heart attack	7	4	2
84 Medical Aid Not Required on Arrival	0	2	16
85 Vital signs absent, DOA	3	1	1
88 Accident or illness related - cuts, fractures, person fainted, etc.	4	3	3
89 Other Medical/Resuscitator Call	16	11	6
898 Medical/resuscitator call no action required	8	3	2
899 Medical/resuscitator call false alarm	0	1	0
913 Assisting Other FD: Other	0	1	0
93 Assistance to Other Agencies (exc 921 and 922)	0	1	0
94 Other Public Service	1	1	2
96 Call Cancelled enroute	7	5	5
97 Incident not found	0	1	0
98 Assistance not required by other agency	2	0	0
Total Number of Responses	102	99	88



Township of Wilmot Fire Department

Fire Chief: Michael Raine

4th Quarter 2014 - Alarm Stats Comparison - All Stations

Response Type	# of Incidents		
	2014	2013	2012
1 Fire	3	6	3
3 NO LOSS OUTDOOR fire (see exclusions)	0	3	0
21 Overheat	0	1	0
22 Pot on Stove (no fire)	1	1	0
23 Open air burning/unauthorized controlled burning (no uncontrolled fire)	4	1	1
24 Other Cooking/toasting/smoke/steam (no fire)	0	4	2
29 Other pre fire conditions (no fire)	0	0	4
31 Alarm System Equipment - Malfunction	7	11	2
32 Alarm System Equipment - Accidental activation (exc. code 35)	2	7	6
33 Human - Malicious intent, prank	1	1	3
34 Human - Perceived Emergency	1	1	3
35 Human - Accidental	4	3	4
36 Authorized controlled burning - complaint		0	0
37 CO false alarm - perceived emergency (no CO present)	1	1	1
38 CO false alarm - equipment malfunction (no CO present)	3	8	5
39 Other False Fire Call	0	2	0
42 Gas Leak - Propane	0	1	0
45 Spill - Gasoline or Fuel	0	1	0
50 Power Lines Down, Arcing	2	9	2
53 CO incident, CO present (exc false alarms)	2	1	0
57 Public Hazard no action required	1	1	1
59 Other Public Hazard	0	2	0
61 Vehicle Extrication	2	1	0
62 Vehicle Collision	16	26	13
68 Water Ice Rescue	0	2	0
701 Oxygen administered	41	27	55
702 CPR administered	2	0	1
703 Defibrillator used	0	3	0
71 Asphyxia, Respiratory Condition	7	11	3
73 Seizure	8	2	1
76 Chest pains or suspected heart attack	9	11	2
84 Medical Aid Not Required on Arrival	1	3	39
85 Vital signs absent, DOA	4	2	2
86 Alcohol or drug related	1	0	0
88 Accident or illness related - cuts, fractures, person fainted, etc.	7	6	6
89 Other Medical/Resuscitator Call	18	16	13
898 Medical/resuscitator call no action required	10	5	2
899 Medical/resuscitator call false alarm	0	1	0
910 Assisting Other FD: Mutual Aid	0	1	0
911 Assisting Other FD: Automatic Aid	1	0	0
913 Assisting Other FD: Other	3	5	1
93 Assistance to Other Agencies (exc 921 and 922)	6	3	0
94 Other Public Service	1	1	2
96 Call cancelled on route	16	17	9
97 Incident not found	0	2	0
98 Assistance not required by other agency	20	6	1
99 Other Response	1	1	0
Total Number of Responses	206	217	187



Township of Wilmot Fire Department

Fire Chief: Michael Raine

2014 Alarm Stats Comparison - All Stations

Response Type	# of Incidents		
	2014	2013	2012
1 Fire	25	23	15
3 NO LOSS OUTDOOR fire (see exclusions)	6	9	2
11 Overpressure Rupture (no fire, e.g. steam boilers, hot water)	0	1	0
21 Overheat (no fire, e.g. engines, mechanical devices)	3	2	1
22 Pot on Stove (no fire)	5	3	1
23 Open air burning/unauthorized controlled burning (no uncontrolled fire)	12	10	14
24 Other Cooking/toasting/smoke/steam (no fire)	3	9	8
25 Lightning (no fire)	2	1	0
29 Other pre fire conditions (no fire)	0	1	5
31 Alarm System Equipment - Malfunction	28	33	20
32 Alarm System Equipment - Accidental activation (exc. code 35)	11	17	20
33 Human - Malicious intent, prank	2	4	7
34 Human - Perceived Emergency	6	12	9
35 Human - Accidental (alarm accidentally activated by person)	10	11	9
36 Authorized controlled burning - complaint	3	0	8
37 CO false alarm - perceived emergency (no CO present)	6	2	5
38 CO false alarm - equipment malfunction (no CO present)	13	20	21
39 Other False Fire Call	4	4	3
41 Gas Leak - Natural Gas	7	4	4
42 Gas Leak - Propane	2	1	0
44 Gas Leak - Miscellaneous	0	0	1
45 Spill - Gasoline or Fuel	2	1	0
47 Spill - Miscellaneous	2	0	0
49 Ruptured Water, Steam Pipe	3	1	1
50 Power Lines Down, Arcing	3	22	5
53 CO incident, CO present (exc false alarms)	9	4	1
57 Public Hazard no action required	4	1	2
58 Public Hazard call false alarm	0	1	0
59 Other Public Hazard	5	4	2
602 Confined space rescue (non fire)	1	0	0
61 Vehicle Extrication	3	8	5
62 Vehicle Collision	61	51	47
68 Water Ice Rescue	0	3	0
701 Oxygen administered	176	122	184
702 CPR administered	6	8	7
703 Defibrillator used	4	4	3
71 Asphyxia, Respiratory Condition	22	18	7
73 Seizure	16	8	4
74 Electric Shock	1	1	0
75 Traumatic Shock	0	1	0
76 Chest pains or suspected heart attack	31	28	8
84 Medical Aid Not Required on Arrival	6	65	122
85 Vital signs absent, DOA	17	5	8
86 Alcohol or drug related	2	2	1
88 Accident or illness related - cuts, fractures, person fainted, etc.	22	20	18
89 Other Medical/Resuscitator Call	69	49	31
898 Medical/resuscitator call no action required	29	21	6
899 Medical/resuscitator call false alarm	0	1	1
910 Assisting Other FD: Mutual Aid	3	5	7
911 Assisting Other FD: Automatic Aid	1	1	0
913 Assisting Other FD: Other	19	14	4
92 Assistance to Police (exc 921 and 922)	3	0	0
921 Illegal grow operation (no fire)	0	1	0
93 Assistance to Other Agencies (exc 921 and 922)	16	5	2
94 Other Public Service	6	13	9
96 Call cancelled on route	51	49	32
97 Incident not found	3	2	1
98 Assistance not required by other agency	58	17	1
99 Other Response	8	14	16
Total Number of Responses	2014 810	2013 737	2012 688



TOWNSHIP OF WILMOT FIRE DEPARTMENT

FIRE PREVENTION PROGRESS REPORT

October, November, December 2014

Occupancies Inspected:

Group A – Assembly Occupancy	15
Group B – Care and Detention	0
Group C – Multi Unit Residential	0
Group D – Business	0
Group E – Mercantile	0
Group F – Industrial	<u>0</u>
Total	15

NOTE: The number of inspections denotes routine inspections as well as reinspections that may include one to three site visits to achieve compliance with the code.

Fire Investigations: 1

Additional Activities:

- Inspections stemming from complaints: 6
- Site Plan Review: 0
- Inspection Request: 0
- Joint Fire Bylaw & Building Inspections: 1
- Meetings: 15
- Burn Permits: 11
- Public Education and Training: 10 hours

Report prepared by:
Dale Mayhew
Fire Prevention Officer



TOWNSHIP OF WILMOT FIRE DEPARTMENT

PUBLIC EDUCATION & TRAINING **PROGRESS REPORT**

QUARTERLY REPORT
OCTOBER, NOVEMBER, DECEMBER (2014)

Public Education and Training Division:

- Enactment of Bill 77- Hawkins, Gignac Act (Carbon Monoxide Safety). This Act covers all residents in the province of Ontario and updates the current fire code requirements.

While there will be an emphasis on public education for the next few months, failure to install a carbon monoxide detector carries a fine of \$235.

- Vulnerable Occupancy Mock Drill conducted at Nithview Seniors Home with New Hamburg Station 3 & Baden Station 1.
- Human Resources – Wellness training for all personnel.
- EMCPA (Emergency Management and Civil Protection Act) Compliance for the Township of Wilmot following our Emergency Preparedness exercise.
- Live Fire Training- It was a successful year for Live Fire Training. Our completion rate was as follows: 79% of personnel with 100% completion, 13% of personnel with 50% completion & 8% of personnel with 0% completion. It will be our goal to increase our completion rate in 2015.
- First step to achieve the Primary CEMC was taken in October. Basic Emergency Management course held at WRESTRC completed successfully.
- Public Information Drive to educate the public regarding Carbon Monoxide & Christmas Tree Safety. Utilization of Social Media, Wilmot Website, Wilmot Community signs & Newspaper article.

Upcoming Training Initiatives:

Over this quarter our firefighters have been kept busy with a training syllabus that reflects our ongoing needs. I have been fortunate to sit on a Regional Fire Department Committee that will be shaping the future of the Waterloo Regional Emergency Services Training & Research

Complex, and how it will operate as a Regional Training Facility for all Regional Fire Departments. Although this model is very new to all stakeholders, it will allow for firefighters both career and volunteers to achieve a superior level of education from a facility right in our very own backyard.

Continued work is being done to achieve Grandfathering for Firefighters & Officers to the NFPA standards.

The Wilmot Fire Department will be working diligently to develop and deliver a Fire Officer Curriculum that will be focused around the NFPA 1021 Fire Officer 1 Certification. All Officers within the Wilmot Fire Department will be certified through an Evaluation Process set out by the Ontario Fire Marshalls Office.

Our current Training Syllabus will encompass the beginning stages of Fire Officer training being conducted in January & the fall of 2015.

This year we will continue with our mandate to provide Live Fire Training to ALL personnel as per FMP.

We have started a Recruitment drive to replace firefighters that have left this calendar year and we will be adding an additional 5 Personnel to increase our numbers as per FMP. The recruitment will be a 6 month process and we have joined forces with Wellesley Township Fire Department for this purpose to create a stronger group of Trainers and Evaluators

Through these training initiatives we will achieve our goal to become a Unified Fire Department and overall a stronger team.

Report Prepared By:

Gary Mosburger
Training Officer/Public Educator
Wilmot Township Fire Department



Township of Wilmot **REPORT**

REPORT NO. CK2015-02

TO: Council

PREPARED BY: Tracy Loch

DATE: February 9, 2015

SUBJECT: Quarterly Activity Report – October, November & December 2014

Recommendation:

That the Castle Kilbride Activity Report for the months of October, November & December 2014 be accepted for information purposes.

Background:

Providing quarterly reports for informational insight and knowledge into the operations of the Castle Kilbride department.

Discussion:

Curator/Director's Summary :

- Attended the Ontario Museum Association's annual conference in October. Attended specific seminars to enhance the operation of the museum.
- Assisted WRTMC with a "Fam tour" that featured Castle Kilbride for travel writers in the Fall. Partnered with local New Hamburg artist for the tour.
- All elementary students in Wilmot Township received a postcard-style Christmas promotion for events and Christmas season at the Castle. Area libraries, daycares, churches, businesses, area tourist offices and hotels also received the promotional card.
- For the month of December, Castle Kilbride was the feature attraction on the WRTMC website to increase tourism.
- Castle Kilbride was also promoted by means of printed and on-line material at Tourism Stratford, Perth County Tourism and Daytripping.
- Hosted *A Merry Victorian Christmas* event that attracted about 250 visitors that toured the Castle. Live entertainment with the Shanigans along with the silent auction was well received by guests.
- Along with the Assistant Curator, taught the annual Grade 2 program *Warming by the Fire* for the months of November & December.
- Coordinated a unique project with the Baden Seniors Woodworking Club to create a replica of a Victorian feather tree box to house the Castle's feature Christmas tree in the parlour.

- Staff extended holidays hours once again to offer additional opportunities for the public to tour the decorated home for Christmas and the week following Christmas.
- Prepared and distributed marketing material to promote the Christmas season at Castle Kilbride. Included event and special holiday hours at the museum. Marketed Castle Kilbride and Wilmot Township to be the destination to experience a "Merry Victorian Christmas." The holiday season proved to be a success with the highest number of visitors to the museum ever.
- Assisted various researchers and responded to genealogical requests, assisted patrons with use of microfilm reader and other historical resource support.
- Assisted Heritage Wilmot with updating the non-designated register of heritage properties

*Please see the attached report for the Assistant Curator's summary



Strategic Plan Conformity:

The report implements the following goals from the Strategic Plan:

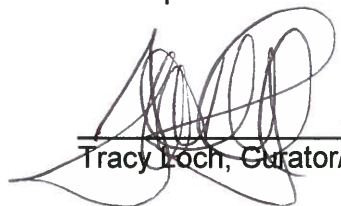
- We are an engaged community through strengthening communicating municipal matters.
- The actions noted are in accordance with the municipal work program.

Financial Considerations:

n/a

Conclusion:

The report CK2015-02 noting the activities of the Castle Kilbride department be received.



Tracy Loch, Curator/Director



Reviewed by CAO

Assistant Curator's Report

SUBJECT: Quarterly Report for October, November & December 2014

SUBMITTED TO: Tracy Loch

SUBMITTED BY: Sherri Gropp

Education:

Curriculum Programming- Customs & Traditions at Castle Kilbride- Grade 2

This was the 13th season that we have presented this unique curriculum-based program. We welcomed 267 enthusiastic students during the months of November and December. I was pleased to see the following schools participate: Breslau P.S., John Sweeney, Perth County Homeschool and Victory Kids Club.

PD Drop in Day – Was offered on November 7 as an option for families to take part in a tour of the Castle with a hands on component for our youngest visitors.

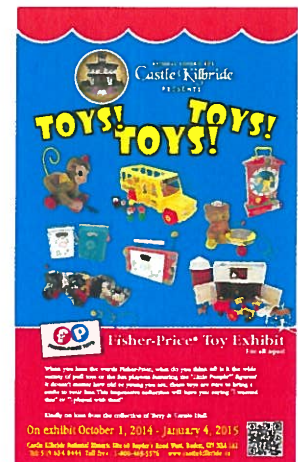
Home School Day - Our special drop-in day for homeschoolers was held on Friday December 12th. To accommodate the volume of requests from many different homeschool groups, we set aside one day to try and meet everyone's needs. It was very well received and we plan on presenting two days in 2015. One would be in the spring and one at Christmas time.

Senior Tours: We hosted many retirement and seniors groups including Nithview, two Chartwell retirement residences (Queen's Square and Bankside Terrace), West Huron Care Centre, Harvest Retirement and Short Trips Bus Group. We also had many smaller groups that booked private tours.

Exhibit/Events:

Fisher-Price Toy exhibit (Wilmot Museum)- We were very pleased with the attendance for this exhibit. It was a subject that was familiar to patrons. It was wonderful to see so many different age groups enjoy this fun display. It is our plan for the future to present more exhibits of similar theme during the Christmas season

Capturing the Castle: Images of Castle Kilbride exhibit (Belvedere Gallery) – Staff decided to extend this exhibit as it was so well received during the summer months. The exhibit featured many interpretations of Castle Kilbride through different styles and mediums. From the photography of Charles Belair, paintings of Peter Etril Snyder and Lance Russwurm, contemporary impression by Jim Rodger, rug hooking by Susan Sutherland to a sketch by a grade 8 Forest Glen Public School Student.



Events

Christmas at the Castle (November 18- January 4)

- Preparation, planning and implementation for fresh and exciting new displays to meet the needs of the educational program as well as present a more historically accurate display on main floor of Castle.
- Assisted Baden Senior's Woodworking member with a custom made box to fit around the feature tree located in the parlour.
- Decorated parlour tree as well as the other trees displayed throughout the house.
- Decorated every room within the Castle as well as the Wilmot Community Room.
- For the Grade 2 *Warming by the Fire* program that is held in the Wilmot Community Room, new panels were created for the program room to enhance the class room experience.
- Coordinated exterior décor- hung garland, lights and bows on front fence, gazebo and side porch

A Merry Victorian Christmas Event- Dec. 4, 2014

- Organized silent auction items with bid forms
- Organized and instructed volunteers
- Greeted guests and welcomed them to Castle Kilbride

Castle Maintenance & Collection

- Conducted routine cleaning of Castle.

Administration

- Collected, input, and evaluated information on visitor statistics. (See below)
- Managed the site and its operations in the absence of the Curator.
- Ordered new items for the gift shop.
- Responsible for booking for tours and school programs.
- Conducted group tours.
- Greeted guests and processed admissions. *2015 was our best Christmas season for regular traffic!*
- Organized staff covering the holiday season.
- Inspected rooms and insured security of their contents.
- Prepared a weekend museum staff *"To Do List"* each week.
- Managed and added content Castle Kilbride's website

Visitor Statistics for October, November & December 2014

Month	School	Bus	Regular	Event	Total
October 2014	0	68	154	5	227
November 2014	182	78	263	0	523
December 2014	85	43	688	250	1066
Total	267	189	1105	255	1866
2013	312	139	644	250	1345
2012	325	191	744	391	1651



GRAND Actions

The Grand River watershed newsletter



November/December 2014 • Volume 19, Number 5

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Cover photo

*A summer storm rolls in
north of the village of
Wellesley.*

Photo by Anne Loeffler



Seeking weather watchers

By Janet Baine

GRCA Communications Specialist

Weather watchers can become “citizen scientists” and share their data through a volunteer network that has come to Ontario.

“This will help us document storms and snow,” says the Grand River Conservation Authority’s main weather and flood watcher, Dwight Boyd, who hopes many people in the watershed will join this network. “Lots of farmers and others already have rain gauges and are collecting this information. This organization offers a way for people to engage and share their weather information to help us at the same time.”

Historically, Environment Canada had a broadly based climate network. Lots of those volunteers have retired and their weather stations are not operating anymore. This has left a gap in weather information, says Boyd, who is the GRCA’s director of engineering.

Volunteer weather watchers are families and people of all ages and from all walks of life. They

spend a few minutes each day measuring and reporting precipitation. This data is recorded through a website and is available for anyone to see when they click the “view data” tab on www.cocorahs.org/canada.

More eyes on the weather

Called the Community Collaborative Rain, Hail and Snow Network (CoCoRaHS), this organization started in Colorado after severe flooding there. Ontario joined a few other provinces on this network in the spring. There are now 147 weather watchers in Ontario, but only a few are within the Grand River watershed.

The GRCA has seven manual weather stations that measure precipitation across the watershed and 24 that are automated. Climate change means there are more localized weather patterns, so more weather watchers are needed. For a watershed like this one that is the size of Canada’s smallest province, it would be helpful to have volunteers collecting weather data in every area.





Photo by Janet Baine

Dwight Boyd points to rain mapping from Environment Canada that uses data from many sources, including the CoCoRaHS network. He hopes many weather watchers in the Grand River watershed will join the network. This will help predict flood risks and explain weather patterns.

“Data from CoCoRaHS is used by flood and drought forecasters, meteorologists, farmers, schools, gardeners, engineers and many more,” says volunteer coordinator Karla Jackson, who trains the volunteers. “Often CoCoRaHS fills in many of the gaps that exist between automated stations,

providing a better indication of localized precipitation events.”

Boyd says this information will be useful in documenting why the river levels change and also in predicting the risks in the future.

The data is also going directly into Environment Canada’s evolving weather monitoring system along with weather radar and data from climate stations and observations to create rainfall maps that cover the country.

“Right now the mapping has a 10-kilometre grid, but in the future it will be a 2.5-kilometre grid, which will provide much more accurate data,” Boyd says.

Along with training, CoCoRaHS observers use a monitoring kit which includes an official CoCoRaHS rain gauge and snow measuring equipment. Each day, when volunteers input their observations online, the data is immediately available.

The kit is \$30 and can be purchased online. Boyd has one, and he is looking forward to setting it up in his own backyard.

The training is available online in videos and PowerPoint tutorials. Jackson is visiting communities for information sessions when there is a group of interested people. She held sessions in Guelph in November, but can do sessions for specific groups who are interested.

Anyone interested in signing up or

learning more can send an email to ontario@cocorahs.org or apply directly through the website at www.cocorahs.org/canada.

Did you know?

On Sept. 26, 1939 the first entry in the log at the Shand Dam weather station showed maximum temperature for that day was 9.4 C, and the minimum was 2 C. Observations were first made by engineers and workers building the Shand Dam, which was completed and officially opened with great fanfare in 1942. So the GRCA’s first weather monitoring station started 75 years ago. At the time, the Shand Dam was a big work site with lots of temporary housing for workers.

Back in time to 1999

Now the GRCA’s weather information can go back in time.

A new section on the GRCA’s website provides weather information that goes back as far as the 1999.

So if you had a perfect paddle on Canada Day seven years ago, you can check the river flows at that time and keep it in mind for the future. Or, if you remember the day when rainfall was so heavy that there was water in your basement, you can find out if this could also happen during an upcoming storm.

Click the data monitoring link on <http://maps.grandriver.ca/>



Once set up by a volunteer, the gauge collects snow or rain. It might be a good Christmas gift for some watershed residents.



A rain gauge in summer set up in a field.

Hillside Festival nets top GRCA award

By Janet Baine

GRCA Communications Specialist

After 31 years of pushing environmental initiatives a little further, Hillside Festival is as green as the trees at Guelph Lake Island.

While a few thousand people flock to the island during the festival, the imprint they leave is small. For this reason, Hillside received a 2014 Honour Roll award from the Grand River Conservation Authority.

"This recognition fills us with gratitude toward all of the community people who helped us get where we are," said Hillside's executive director Marie Zimmerman after receiving the award. Hillside's website says, "Thank you to all of you — our patrons, volunteers, board, service providers, and staff — for igniting so many flames and helping them burn quietly with your gentle concentration."

Instead of a financial pie chart, Hillside has a pie chart about greenhouse gas emissions that it has saved and the many ways this has been achieved.

Hillside has reusable mugs, dishes and cutlery. These are washed by volunteers using solar hot water. The food and beer is local. Patrons sort their own waste, fill up their reusable bottles with free water, ride their bikes or catch a free bus to the festival. Volunteers bury organic materials on site to be composted. Even the beer mugs seem to strive for self-improvement: a few years ago they were plastic, then biodegradable plastic and now stainless steel.

Exceeded goals every year

Zimmerman says she is often invited to speak about festival greening. These are notes from her cheat sheet:

"In 1984, when the festival began, the objective was to create as little waste as possible on site. This objective has gradually been refined to lessening our footprint as much as possible in terms of waste and energy used in all areas of the festival and by all people. Target audience? Everyone from patrons who throw out waste, to volunteers who move equipment and people around the site, through to the technical production

crew. Results? Our objectives have been exceeded every year. We have saved 593 tonnes in CO2 emissions over about 21 recorded years, which is an average of 28 tonnes per festival."

Nine major initiatives characterize the greening of Hillside over the past three decades. They are in the areas of hospitality, transportation, solar power, festival programming and activities, offering free

water, paperless promotion, waste management, technical production and the permanent main stage with a green roof. A volunteer green team raised funds for the green roof and continues to raise money that is dedicated to greening the festival.

It is hard to believe the festival can delve even further into these greening initiatives, but the board plans to.

Board president Luke Weiler said the



Hillside Festival brings 5,000 people to the island at Guelph Lake Park each July. This well-run festival has brought many benefits to Guelph Lake and it is a partnership that works. Hillside volunteers put the environment first.



Guelph's Hillside Festival received the 2014 Honour Roll award. From left are Joe Farwell, GRCA CAO, Hillside site director Lloyd Grinham, Marie Zimmerman, executive director, Luke Weiler, Hillside president and Jane Mitchell, GRCA board chair.

festival is investigating powering a stage using bicycles, in addition to the solar power that has been used for a few years.

Because of Hillside Festival, Guelph Lake has a green roof stage, solar hot water for campers and about 5,000 more trees.

Five Watershed Awards

In addition, there were five 2014 Watershed Award recipients. These included the **Guelph Hiking Trail Club** which has been encouraging people to get outside and hike since 1972; University of Waterloo professor Emeritus **Emil Frind** for his activities in water stewardship; Arthur residents **Buck Ross and Joyce Spies**, who have been excellent stewards of their land; **Bird Studies Canada**, which has undertaken many monitoring programs within this watershed and engaged hundreds of volunteers; and retired teacher **Fraser Gibson** of Kitchener, who has devoted lots of time and commitment to sharing his love of nature and education.

Upcoming issues will feature stories about the 2014 Watershed Award recipients.

Heritage River awards

In October the GRCA recognized some of the many people who helped bring about the designation of the Grand as a Canadian Heritage River 20 years ago.

This took place during the 2014 Watershed Awards and 20th anniversary celebration at the Waterloo Region Museum in Kitchener. The GRCA gave out many Heritage River Certificates and pins and three Heritage River Awards.

It took years to inch the Grand River slowly towards nomination and then designation. This is because it was the first river that was not a “wild and scenic” or natural heritage river to qualify. Designation of the Grand River broke new ground, leading to designation of other rivers including the Rideau, the Humber and the Thames rivers.

It also brought international recognition to the Grand River, including the Thies International Riverprize that was conferred on the Grand River in 2000 for excellence in river management. Since then, Lake Simcoe,



Three Heritage River Awards were given out to the Heritage Resources Centre, Barbara Veale and Eva Salter. From left are Gordon Nelson, Jane Mitchell, Barbara Veale, Robert Shipley, Eva Salter, Joe Farwell and Bradley Fauteux, managing director of Ontario Parks.

has also received this prize.

Most importantly, however, was the recognition that came from the local community which turned attention to the Grand and its tributaries, undertaking hundreds of improvement projects.

Eva Salter

Eva Salter was a member of the co-ordinating committee in 1994 and has been an excellent promoter of the Heritage River designation at the provincial level and a key resource for the Heritage Working Group for 20 years. She lives in St. Catharines and works for the Ministry of Tourism, Culture and Sport. She first visited the Grand River when she was a teacher working in Elmira.

Heritage Resources Centre

The Heritage Resources Centre at the University of Waterloo did the initial research for the river designation in a report. The centre was just being formed and has since carried out many other Heritage River projects including an inventory of heritage bridges in 2013.

Barbara Veale

Barbara Veale was co-chair of the co-ordinating committee in 1994 and was a member of the GRCA staff until 2013. She led many initiatives to keep the Canadian Heritage River designation on the front

burner over the past 20 years.

“We need to celebrate this achievement, but also reflect and look to what we can do in the future,” Veale said.

Heritage River Certificates

In addition to these awards, about 20 Heritage River pins and Heritage River Certificates were given to people who were instrumental in the designation of the Grand River in 1994. Those invited to receive the pins and certificates included members of the Grand Strategy steering committee, the Grand Strategy coordinating committee, the GRCA board in 1994 and a few others such as former GRCA CAO Mac Coutts. See www.flickr.com/grandriverca for photos of those who received these pins and certificates.

Bradley Fauteux, managing director of Ontario Parks and the Ontario representative on the Canadian Heritage Rivers System, was the guest speaker at this event and helped hand out the awards. When all this work was underway, Fauteux was a Fergus teen paddling and fishing on the Grand River. He told the crowd that feeling a passionate connection to rivers started at a young age and is what brought him to his current position.

He challenged those gathered for the evening to ensure that younger people feel the connection to the river so they too will become excellent river stewards.

Grand River Water Management Plan approved and ready to go

By **Dave Schultz**

GRCA Communications Manager

A plan to address water supply, water quality and flooding issues in the Grand River watershed has been endorsed by water management agencies from all levels of government and is ready for implementation.

The Grand River Watershed Water Management Plan has been five years in the making. It's a product of a collaborative partnership of municipalities, provincial ministries, the federal government, Six Nations of the Grand River and the Grand River Conservation Authority.

Copies of the plan and more information are available on www.grandriver.ca/WMP.

Representatives of the plan partners met in September at the GRCA head office in Cambridge to mark the completion of the plan and to discuss its implementation.

Sandra Cooke, the GRCA's senior water quality supervisor and the co-ordinator of the project, said this plan charts the path forward.

"No one agency can manage all aspects of water," said Cooke. "This plan came together because all of the partners were willing to work collaboratively with a shared sense of trust and mutual respect."

Three key challenges

The plan includes 43 recommendations and 165 action items that the partners have already agreed to undertake. The action items respond to the three key challenges facing the watershed today: high population growth, extensive agriculture and a changing climate.

As the action items are implemented there will be improvements in water quality in the Grand River and its tributaries. This will also have a positive impact on the health of Lake Erie, because the Grand is one of the largest sources of nutrient pollution in the eastern basin of the lake.

All of the partner agencies have formally endorsed the plan. Most municipalities in



Sandra Cooke was one of the leaders in the collaborative process that brought together many groups and organizations for the plan.

the Grand River watershed, as well as the Six Nations Elected Council, have passed motions of endorsement during the past few months.

In addition, federal and provincial ministries have signed letters endorsing the plan. Letters came from Environment Canada, the Ontario Ministry of Agricultural, Food and Rural Affairs, the Ontario Ministry of the Environment and Climate Change and the Ontario Ministry of Natural Resources and Forestry.

Several working groups

Several committees and working groups have been set up to maintain momentum in implementing the action items in the plan.

Early in the 20th century, the Grand River system was severely degraded and prone to frequent flooding. It was sometimes referred to as an open sewer. Over the past 80 years, the implementation of a series of water management plans has led to a significant improvement in the health of the river system. The last plan was published in 1982.

MILESTONE

The new plan builds on that document and brings it up to date to address 21st century pressures.

The new plan is a compilation of action items that the partners have already voluntarily agreed to carry out.

For example, several municipalities have already planned significant investments in their sewage treatment plants that will result in cleaner water leaving the plants. Many have also adopted an approach to change the treatment processes in the plants to improve effluent quality. Municipalities have also undertaken water conservation programs to reduce the demand on the river and groundwater systems.

The strategies the GRCA uses to manage its reservoirs will continue to provide sufficient flows for water supply, wastewater and environmental needs into the future as well as reduce flood damages. However, climate change may require reservoir operating strategies to be flexible. Ongoing improvements and investments will also be made in improved floodplain mapping, flood forecasting and floor warning systems.

Another challenge for the river system is the nutrients, such as phosphorous and nitrogen, that run off the land from both urban and rural areas. They contribute to excessive weed growth and reduce water quality. The commitment of the partners to continuing the Rural Water Quality Program and developing new approaches to managing urban stormwater will help address the problem.

The development of the plan cost about \$2 million. About \$900,000 came from by the provincial government through its Showcasing Water Innovations Program which encouraged the development of ideas that can be shared across Ontario and beyond. Environment Canada contributed \$120,000. The remainder was paid by the GRCA.

Modern Guelph Lake Nature Centre will thankfully retain old-school charm

By Deirdre Healey
Guelph Mercury

A creepy tarantula, soccer games in the bitter cold, strange puppet shows and the smell of fermenting school lunches.

Those are just some of the fond memories I have of the years I spent visiting the Guelph Lake Nature Centre.

For those of you who haven't had the unique experience of spending time at this spot, the nature centre is a place where you go on class field trips once a year to learn about the great outdoors from pond ecosystems to bird habitats. It's essentially a house near the Guelph Lake Conservation Area that has been transformed into an education centre, and it holds special memories for anyone who has grown up in Guelph within the last 30 years.

From what I remember, it was a break from the mundane view of the chalk board for a day of hiking through the trees in

search of animal tracks, wading in the water with nets trapping crayfish and daring yourself to hold snakes, turtles and even a tarantula in your hand. It was a chance to do something different, explore the outdoors and have fun.

Sharing enthusiasm for nature

It was also where you had the opportunity to hang out with Dan the Nature Man and his partner, Greg. Unfortunately for Greg, kids struggled to come up with a catchy name for him, but he was adored just the same. Decked out in their khakis and matching button-up shirts, this dynamic duo was a staple of any visit to the nature centre. They were always super keen about sharing all the interesting—and sometimes gross—facts they knew about the wild. Although their puppet show skills weren't the best, they did enjoy pummeling us on the soccer field. And despite the some 30 years that they have been on the job as the nature

FOUNDATION

centre tour guides, I have been told that they still haven't lost their enthusiasm.

When I heard about plans to rebuild the centre, I worried that the experience for future generations would change, that its simple yet unique charm would be lost. The idea to replace the centre has been tossed around for a few years, but the Grand River Conservation Authority is in the midst of ramping up its fundraising campaign and focusing on making this new facility a priority. So far they have raised one-third of the projected \$3 million needed to construct the building, but are hoping to speed things up so they can break ground within the next couple of years.

New bigger facility

Instead of an outdated 3,000-square-foot house that looks out over the lake, kids will soon be spending the day in an 8,000-square-foot complex within the Guelph Lake Conservation Area. The building will have four classrooms, instead of one, and it will be surrounded by a landscape created for learning that will include specially designed nature trails, ponds and fields. Essentially, the goal is to expand the school field trip programs, as well as offer educational activities for the public on evenings, weekends and throughout the summer.

It will be bigger and better, but what about the memorable oddities that made the nature centre a special place? Well, it turns out all the important stuff will remain the same. The conservation authority has been in constant discussion with students, teachers and nature centre interpreters to get a feel for what the new centre should entail. And, not surprisingly, they want to retain all the same quirky characteristics that have been etched in my mind since my school days.

For starters, Dan the Nature Man and Greg will still be there. They will still have their collection of reptiles for kids to freak out at or smother. There will still be



Greg Meredith leading a group of summer campers on a hike at Guelph Lake.



Dan "the Nature Man" Schneider

adventurous hikes and messy pond tromping expeditions. Dan and Greg will continue to hone their puppetry skills with shows for the kids. And those lunchtime soccer games that happened rain, snow or hail will also remain.

So, despite the fancy new facility, I am happy to learn that thousands of kids will continue to have the same special Guelph Lake Nature Centre experience that I once did. And I'm sure it will only be a matter of time before the smell of fermenting school lunches permeates this new place as well.

If you are interested in learning more about the new Guelph Lake Nature Centre Complex, or would like to learn about how you can support the development of this new facility, contact Sara Wilbur, executive director with the Grand River Conservation Foundation at swilbur@grandriver.ca or 519-621-2763 Ext. 2272. More details are available at www.grcf.ca.

\$50,000 for new nature centre

Bob Desautels made a \$50,000 commitment to the new Guelph Lake Nature Centre Complex on behalf of the Woolwich Arrow Pub and Borealis Restaurants in Guelph and Kitchener.

"We believe this is an investment for the future," said Desautels. "Educating children about the environment is absolutely critical."

He said it is the children who will help create a sustainable future if they're given the right tools to start with. Other donors to this project include Ken and Marilyn Murray, Bill and Mimi Hamilton, Ann Guthrie and Linamar Corporation.

Give Grand this season New trails and tree planting

By Janet Baine
GRCA Communications Specialist

For Marilyn Murray, gift giving is an expression of commitment to family, community and nature.

Between them, Marilyn and her second husband Ken Murray have 12 grandchildren, four great-grandchildren and eight spouses or partners of their grandchildren to think about at Christmastime.

Marilyn has found a personal gift that works much better than what she could scout out at shopping malls, because it represents her own values. Most important, she hopes her gift to her grandchildren and great-grandchildren will help lead them to a lifelong commitment to giving back to their communities.

"I want them to know that you don't have to give much, but it is important to give," she said.

This idea for gift giving came to her after she heard about someone else making a charitable donation in the name of their grandchildren each year as a gift.

Initially, Murray asked each grandchild to select a charity of their choice and she made a donation in their name to that charity. However, instead of sending many smaller donations to a variety of organizations, last year she opted to contribute to one organization that means a great deal to her on behalf of all the grandchildren and great-grandchildren. She selected the Grand River Conservation Foundation.

All these smaller gifts are adding up to make a big difference. Murray expects the donations will be used for the proposed trails around the new Guelph Lake Nature Centre.

"It is a subtle way that lets me mentor my grandchildren to support the things that they believe in," she said. "It also allows me to put extra money into a project that I believe in."

Give Grand

The Foundation's Give Grand program makes it easy for people to give a gift this way during the holiday season or at any other time of year, such as birthdays.

A gift of \$30 will plant and support one tree, or will help develop one metre of trail. The GRCA plants up several hundred thousand trees a year and planting takes place throughout the watershed. This

program doesn't allow you to pick the location of the trail or tree, but chances are there are GRCA trails and trees near where you live.

Each donor receives a thank you letter, a tax receipt and a beautiful holiday card for gift giving. Or, the card can be sent directly to the recipient of the gift so it arrives in time for the holidays.

A donation can be made by going to www.grcf.ca and clicking on the "Donate Now" button, or calling 1-877-29GRAND, or emailing dhartley@grandriver.ca. If your order is received by Dec. 13, 2014, the thank you letter and holiday card will arrive in time for Christmas.



Marilyn Murray

GRCF gives out conservation grants

The Grand River Conservation Foundation awarded three Community Conservation Grants to organizations.

- Ruthven National Historic Site near Caledonia for a Butterfly Meadow Senses Project
- Hidden Acres Mennonite Camp & Retreat Centre near New Hamburg to naturalize a former gravel pit
- Rotary Club of Dunnville to beautify the "Muddy the Mudcat" statue area

In addition, conservation grants of \$250 each are being provided to 10 schools in the watershed. The schools use the grants for naturalization projects.

Three scholarships awarded by GRCF

The Grand River Conservation Foundation awarded three 2014 scholarships to post-secondary students.

This was the third year for the Allan Holmes Scholarship, named for the former



Volunteers including Carolyn Crozier from Communitrees in Elora planted 88 new trees along the Elora Cataract Trailway. They went back in November to give the newly-planted trees the best chance of surviving winter by:

- A small area around each tree was cleared of undergrowth
- Generous mulching but kept away from trunk, forming doughnut shape around the tree
- Flexible plastic tree wraps placed on deciduous trees, ensuring wraps extend slightly into soil
- An animal repellent was painted onto smaller trees and main branches of shrubs
- Snow was tramped down/compacted around trees in winter

THE GRAND CALENDAR

Organics Conference & Expo, Jan. 29 to Feb. 1

Celebrating its 34th year, the 2015 event includes international speakers, seminars and introductory workshops on key topics including: permaculture, organic production and certification, urban agriculture, organic livestock and pasture issues, pollination and urban bees themes plus many, many other workshops which will help both producer and consumer. There is a free Organic Expo/Tasting Fair with 160+ exhibitor tables (includes almost 35 food samplers) on Saturday/Sunday. For more information visit www.guelphorganicconf.ca or call 519-824-4120 ext. 56311.

Heritage Day Workshop, Guelph, Feb. 13

Mark your calendar to attend the 18th annual Heritage Day Workshop taking place in Guelph. The theme for 2015 is Timeline/Waterline: Grand Culture at the Confluence. This workshop is about

Guelph's connection to World War I and the Natural and Cultural History of the Guelph area. The event is sponsored by the City of Guelph, Grand River Conservation Authority and the Heritage Working Group of The Grand Strategy. The workshop takes place at the John McCrae Royal Canadian Legion Branch (57 Watson Parkway South) in Guelph. Complete the attached registration form or download a copy from www.grandriver.ca.

Order trees from the GRCA anytime before March 1

Landowners can order trees to be planted on their own properties of 2.5 acres or more (exclusive of buildings) from the GRCA until March 1. Orders must be for 200 seedlings or 20 saplings or more. For more information or to arrange a visit to your property, check the Forestry section of www.grandriver.ca/trees, email trees@grandriver.ca or call 519-621-2763.

(Continued from page 7)

CAO of the GRCA who passed away in 2010. The recipient was **Keegan Hicks**, a PhD student at the University of Waterloo who is doing research on the Grand River.

The McEwen Clean Water Prize was received by **Graeme McDonald**, who is enrolled in the Master of Science program at the University of Guelph. It is named after a long time supporter of the GRCA.

The S. C. Johnson & Son Limited Scholarship went to **Joel Gretton**, a University of Guelph student. This award is given out each year to a full-time student in the third or sixth semester of an honours program at a watershed university or a college student in the second year.

About Grand Actions:

This newsletter is produced bi-monthly by the Grand River Conservation Authority.

More information:

Current and back issues as well as complete subscription information is available online at www.grandriver.ca/GrandActions.

Submission deadlines:

The 15th of February, April, June, August, October and December. Submissions may be edited for length or style. Photos and event information is also welcome. We do our best to publish items, but we are not able to guarantee publication.

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GRAND Actions



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Thank you!



If you've enjoyed this free newsletter, consider
helping us by donating to plant a tree or to develop
one metre of nature trail. See reverse.



A close-up photograph of a chickadee with a black cap and white cheeks, perched on a person's hand. The background is a soft-focus green.

A gift of
nature



givegrand 

What do you give someone who has everything? A tree, of course! Or how about a metre of nature trail?

Choose to *Give Grand* this holiday season. A gift of \$30 will plant and support one local tree, or will help develop one metre of trail.

\$30

**plant a TREE
build TRAILS**

Each donor receives a thank you letter, tax receipt and a beautiful holiday card for gift giving. If you prefer, we can send the card directly to the recipient so it arrives in time for the holidays.

It's easy to give:

- Go to www.grcf.ca and click Donate Now
- Call 1-877-29-GRAND
- Email the GRCF at dhartley@grandriver.ca

Place orders by December 13, 2014. Charitable receipts will be issued for donations.

The Grand River Conservation Foundation

supports priority programs of the Grand River Conservation Authority. These programs enrich the natural values of the Grand River watershed and encourage people to enjoy, and learn from, the outdoors.



www.GRCF.ca

18th Annual Grand River Watershed Heritage Day Workshop & Celebration

Friday, February 13, 2015: 8:30 a.m. – 4:00 p.m.

John McCrae Royal Canadian Legion Branch
57 Watson Parkway South at York Road, Guelph, ON



Timeline/Waterline: Grand Culture at the Confluence

8:30-9:00 Registration (*refreshments will be available*)

Morning Program **THE GREAT WAR REMEMBERED, Susan Ratcliffe, MC**

9:00 Opening - **Robin Aggus** pipes in students and dignitaries

The Maple Leaf Forever sung by students from John McCrae P.S.

9:10– 9:30 Welcoming Remarks: Grand River Conservation Authority, City of Guelph and recognition of other local politicians present.

9:30 –9:45 **Dr. William Winegard, Col. John McCrae and new statute**
John McCrae P.S. students recite "*In Flanders Fields*"

9:45 –10:15 **Bev Dietrich, In Flanders Field: John McCrae Story**

10:15 –10:45 **Dr. Terry Crowley, Speedwell Hospital**

10:45-11:15 Washroom and refreshment break

11:15-12:15 **Hugh Brewster, "Colonial Rabble" to Shock Troops: Canada in World War I**

12:15 - 1:30 p.m. **Lunch** - soup and sandwich buffet and trivia quiz, displays

Afternoon Program – AT THE CONFLUENCE, Warren Stauch, MC

1:30 **Paul General, Six Nations, Welcome and Territorial acknowledgment**

1:30 – 2:00 **Alex Sinclair, River Songs**, original member of Tamarack

2:00 – 2:30 **Stan Kozak and Evan Ferrari, From Dumpsites to Wildlife Habitat-The role of community organizations**

2:30 – 3:15 **Susan Ratcliffe and Bob Giza, Two Beautiful Rivers**

3:15 – 3:45 **Norah Chaloner, Yorklands Green Hub**

3:45 - 4:00 Adjournment and singing of *Oh Canada*

Sponsored by: The Grand Strategy Heritage Working Group, the Grand River Conservation Authority, the City of Guelph, and the Yorklands Green Hub

Registration to the workshop is free but space is limited. **All participants must be preregistered.**

Registrations will be accepted until **Friday, January 30th, 2015** or until the registration is at capacity. Donations will be gratefully received at the event or online at www.grcf.ca.

To register, please return the completed form or send the appropriate information to **Grand River Conservation Authority – Attn: Nathan Garland – 400 Clyde Road, P.O. Box 729, Cambridge, ON N1R 5W6** or ngarland@grandriver.ca

Registration forms are also available at www.grandriver.ca ✂

REGISTRATION FORM (please print or type)

Name: _____ Organization: _____

Address: _____

Phone: _____ E-mail: _____

Please check if ☐ you will be staying for lunch ☐ you will not be staying for lunch

THE CORPORATION OF THE TOWNSHIP OF WILMOT

BY-LAW NO. 2015-10

BEING A BY-LAW TO ESTABLISH WATER AND WASTEWATER FEES AND CHARGES TO USERS OF THE TOWNSHIP OF WILMOT'S WATER DISTRIBUTION SYSTEMS AND WASTEWATER COLLECTION SYSTEM

WHEREAS Section 11(3) and (4) of the *Municipal Act, 2001*, S.O. 2001 c. 25, as amended (the "Act"), allows municipalities to pass by-laws respecting public utilities;

AND WHEREAS the term "public utility" includes systems that are used to provide water and sewage services for the public;

AND WHEREAS section 391(1)(b) of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, authorizes a municipality to impose fees or charges on persons for services or activities provided or done by or on behalf of it;

NOW THEREFORE the Council of The Corporation of the Township of Wilmot enacts as follows:

Definitions

1. In this by-law:

- (a) "Appurtenance" includes a valve, valve chamber, hydrant, hydrant lead, flow meter, curb stop, maintenance access point, maintenance hole, manhole, grate, catch basin, catch basin lead, ditch inlet chamber or other minor accessory part of the Water Distribution System;
- (b) "AWWA" means American Water Works Association;
- (c) "Consumer" means an Owner, occupant, lessee or tenant of a property or any other person purchasing Services from the Township;
- (d) "Control valve" means a valve for controlling the flow of water within the distribution system;
- (e) "Council" means the municipal council of The Corporation of the Township of Wilmot;
- (f) "Curb stop" means an apparatus installed by the Township outside of a building, normally on the Property Line, used for controlling the flow of water supplied to a property;
- (g) "Highway" means a common and public highway and includes any bridge, trestle, viaduct or other structure forming part of the highway and, except as otherwise provided, includes a portion of a highway;
- (h) "Meter" means an apparatus for measuring the quantity of water used;
- (i) "Owner" means the registered owner of a property, or their agent/designate;
- (j) "Person" means an individual, sole proprietorship, partnership or corporation;
- (k) "Property Line" means the line or demarcation between properties;
- (l) "Region" means The Regional Municipality of Waterloo;
- (m) "Reservoir" means a place where water is stored or accumulated;
- (n) "Service Pipe" means the conduit for transporting water from the Watermain to a property;

- (o) "Services" means all water services supplied by the Township via the Water Distribution System and all wastewater services provided by the Wastewater Collection System;
- (p) "Sewage" means wastewater.
- (q) "Township" means The Corporation of the Township of Wilmot;
- (r) "Wastewater Collection System" includes all collection mains, lift/pump stations, and all appurtenances thereto;
- (s) "Water Distribution System" includes all Reservoirs, Service Pipes, Watermains and all appurtenances thereto; and,
- (t) "Watermain" means any system of pipes and appurtenances used for the transmission or distribution of potable water, but does not include plumbing to which the *Building Code Act, 1992* applies or a pumping facility.

Township Property

- 2. All appurtenances and other equipment between the Watermain and the Property Line, and all Meters, are, and shall remain, the property of the Township.
- 3. Township property that is used for, or in connection with, the supply of the Services is exempt from seizure:
 - (a) against the Owner or occupant of the property under the *Execution Act*, R.S.O. 1990, c. E.24; and,
 - (b) against a person with a leasehold interest in property for overdue rent.

Meters

- 4. All Meters shall be located in a safe and convenient place, so as to facilitate access by the Township.
- 5. All Meters shall be located as close as possible to the entrance of the Service Pipe into a building.
- 6. No Meter shall be enclosed or sufficiently inaccessible so as to prohibit it from being read, examined or removed by the Township.
- 7. The Township may, at reasonable times, enter on land to which it supplies Services in order to:
 - (a) inspect, repair, alter or disconnect the Services, machinery, equipment and other works used to supply the Services; or,
 - (b) inspect, install, repair, replace or alter a Meter.
- 8. The Township may charge a fee to the Owner, pursuant to the attached **Schedule "A"**, for denying or otherwise prohibiting access to a Meter, which would represent the reasonable costs incurred by the Township. The Township may add this fee to the tax roll for the relevant property and collect the fee in the same manner as municipal taxes.
- 9. An Owner shall be liable for any damage to a Meter, other than normal wear and tear, as determined by the Township, and should a Meter be damaged, the Township may charge the Owner the cost of repairing or replacing the Meter pursuant to the attached **Schedule "A"**.
- 10. No person, other than an employee or agent of the Township, shall be permitted to remove, inspect or tamper with a Meter or other equipment of the Township.
- 11. No person shall alter any Meter, either inside or outside of any building or other place, so as to lessen or alter the amount of water registered on the Meter.

12. Any Consumer having doubt as to the accuracy of a Meter may request that the Meter be removed and tested by notifying the Township and submitting a deposit to the Township in accordance with the attached **Schedule "A"**. If the Meter is found to meet the applicable AWWA standards for accuracy, the deposit shall be forfeited to the Township. However, if the Meter is found to not conform to the applicable AWWA standards, the deposit shall be returned to the Consumer and appropriate adjustments shall be made to the subject account.

Water Supply

13. As the Region is the sole supplier of water to the Township, the Township cannot guarantee the supply, quality or pressure of water to Consumers and failure to supply water shall not be construed as negligence on the part of the Township.

Fees and Charges

14. Fees or charges imposed upon Consumers for their use of the Services, including the consumption of water, as measured by the Meters, and any wastewater fees or charges, are all outlined in the attached **Schedules "A", "B" and "C"**.
15. Payments for all fees or charges imposed by the Township on a Consumer are due and payable by a Consumer on the date noted on the bill and there shall be a one-time ten percent (10%) charge for late payment.

Non-Payment of Fees and Charges

16. If, after fourteen (14) days past the due date, fees or charges are still not paid, the Township may advise the Consumer that unless the fees or charges are paid within seven (7) days, the Township may discontinue the Services to the property upon which the fees or charges are due, and in the event the Services are turned off, they shall not be turned on again until such time as all arrears are paid together with the fees/charges and costs incurred on behalf of the Township for turning any of the Services off and on. The aforesaid fees/charges and costs for turning any of the Services off and on shall be at the rates outlined in the attached **Schedule "A"**.
17. If fees or charges are not paid to the Township by the Consumer in accordance with the provisions of this by-law, the Township may add the outstanding fees or charges to the tax roll for the relevant property and collect the fees or charges in the same manner as municipal taxes.

Billing Errors

18. Where billing errors have resulted in over-billing, the Consumer shall be credited with the amount erroneously billed for the relevant period, but not exceeding six (6) years.
19. Where billing errors have resulted in under-billing, the consumer shall be charged the amount erroneously not billed for a period not exceeding:
 - (a) two (2) years, in the case of a residential Consumer who was not responsible for the error; and,
 - (b) six (6) years in all other cases.

Exemption

20. Consumers residing in the settlement areas of Mannheim and Shingletown in the Township shall be exempt from this by-law as their Services are provided by The Corporation of the City of Kitchener.

Severability

21. If a Court of competent jurisdiction should declare any section or part of a section of this by-law to be invalid, such section or part of a section shall not be construed as having persuaded or influenced Council to pass the remainder of this by-law and it is hereby declared that the remainder of this by-law shall be valid and shall remain in full force and effect.

Repeal

22. By-law 2014-07 is hereby repealed.

Coming Into Force

23. This by-law shall come into force and effect on April 1, 2015.

READ a first and second time in Open Council this 9th day of February, 2015.

READ a third time and finally passed in Open Council this 9th day of February, 2015.

Mayor

Clerk

Schedule “A”
Utility Service Fees

Water Meters	Cost	Criteria
½” & ¾” Meters (Standard Residential) – plus HST	\$145.00	per Meter
Other Size Meters – plus HST	Actual Cost	
MXU Device (includes installation) – plus HST	\$140.00	per MXU
Security Tag Replacement (Meter Sealing) – plus HST	\$50.00	per Meter
Tail Pieces – plus HST	\$15.00	per Meter
Remote/Mounting Bracket Assembly – plus HST	\$30.00	per Meter
Meter Accuracy Deposit	\$200.00	
Meter Installation Fee	Actual Cost	
Water Meter Repairs	Actual Cost	
Remote Re-Wiring	Actual Cost	
Water/Wastewater Services	Cost	Criteria
Service Inspections	Actual Cost	
Water Service Line Repairs	Actual Cost	
Wastewater Service Line Repairs	Actual Cost	
Water Main Line Repairs	Actual Cost	
Wastewater Main Line Repairs	Actual Cost	
Water Sampling/Testing	Actual Cost	
Water/Wastewater Services Administration – plus HST	10%	
Materials – plus HST	Actual Cost	
Labour Charges	Cost	Criteria
Regular Working Hours – plus HST	\$40.00	per Hour
After Working Hours (Monday – Saturday) – plus HST	\$60.00	per Hour
After Working Hours (Sunday & Holidays) – plus HST	\$80.00	per Hour
Vehicle Rates	Cost	Criteria
Flusher/Vacuum Truck – plus HST	\$125.00	per Hour
Stake Truck – plus HST	\$35.00	per Hour
Service Truck – plus HST	\$35.00	per Hour
Pickup Truck – plus HST	\$35.00	per Hour
Miscellaneous Services	Cost	Criteria
Water Disconnect/Reconnect	\$75.00	Each
Camera Inspection – plus HST	\$155.00	per Hour
Hydrant Use Permit	\$75.00	per Day
Tapping Machine (minimum \$100) – plus HST	\$35.00	per Hour
Sidewalk Clearing	\$120.00	per Hour

Schedule “B”
Water Rates and Charges

Consumption Rates	Cost per m ³ (1,000 L)
Water Rate	\$1.7271
Water Rate – Foxboro Green	\$0.9776
Service Charges	Annual Charge
½” & ¾” Meters <i>(Standard Residential)</i>	\$90.00
1” Meter	\$96.35
1½” Meter	\$151.23
2” Meter	\$194.00
3” Meter	\$345.00
4” Meter	\$507.75
6” Meter	\$851.07
Other Annual Charges <i>(if applicable)</i>	Annual Charge
Flat Rate Water Charge <i>(non-metered properties)</i>	\$986.59
Foxboro Green Administration Charge	\$732.26
Additional Meter Fee – ½” & ¾” Meters	\$11.00
Additional Meter Fee – 1” Meter	\$18.00
Additional Meter Fee – 1½” Meter	\$35.00
Additional Meter Fee – 2” Meter	\$43.00
Additional Meter Fee – 3” Meter	\$122.00
Additional Meter Fee – 4” Meter	\$208.00
Additional Meter Fee – 6” Meter	\$725.00
Other One-Time Fees <i>(if applicable)</i>	Fee
Account Setup Fee	\$30.00
Additional Water Meter Reading	\$25.00

Water Rates and Charges Descriptions:

Water Rates and Charges are only applicable if a property is connected to one of the Township’s Waste Distribution Systems.

- *Consumption Rates* are applied based on a consumer’s consumption of water as measured by the installed meter.
- *Service Charges* are applied based on the size of the meter measuring the water service at each property.
- *Other Charges and Fees* are applied to a consumer only as necessary. Annual Fees are prorated based on the number of days within a billing period.
 - The *Flat Rate Water Charge* is applied to any consumer whose property is connected to a Township Water Distribution Systems and whose consumption is not measured by a meter.
 - An *Additional Meter Fee* is applied only if there is an additional Township owned meter located at a property.
 - The *Account Setup Fee* is applied to the first bill of all “newly created” Wilmot Water Accounts.
 - An *Additional Water Meter Reading Fee* is applied to an account for all readings not associated with the regularly scheduled bi-monthly reading.

Schedule “C”
Wastewater Rates and Charges

Discharge Rates	Cost per m ³ (1,000 L)
Wastewater Rate	\$1.8837
Wastewater Rate – Morningside	\$1.4139
Wastewater Rate – Foxboro Green	\$0.9441
Service Charges	Annual Charge
½” & ¾” Meters <i>(Standard Residential)</i>	\$90.00
1” Meter	\$96.35
1½” Meter	\$151.23
2” Meter	\$194.00
3” Meter	\$345.00
4” Meter	\$507.75
6” Meter	\$851.07
Other Annual Charges <i>(if applicable)</i>	Annual Charge
Foxboro Green Administration Charge	\$732.26

Wastewater Rates and Charges Descriptions:

Wastewater Rates and Charges are only applicable if a property is connected to the Township's Wastewater Collection System.

- *Discharge Rates* are applied based on a consumer's consumption of water as measured by the installed meter.
- *Service Charges* are applied based on the size of the meter measuring the water service at each property.
- *Other Annual Charges* are applied to a consumer only as necessary and are prorated based on the number of days within a billing period.