MEDIA RELEASE: Friday, February 11, 2011, 4:30 p.m.

REGIONAL MUNICIPALITY OF WATERLOO
ADMINISTRATION AND FINANCE COMMITTEE
AGENDA

Tuesday, February 15, 2011
11:30 a.m.
(Time is approximate; meeting follows Planning and Works Committee)
Regional Council Chamber
150 Frederick Street, Kitchener, Ontario

1. DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT

2. DELEGATIONS

3. PRESENTATIONS
a) Corporate Resources - Overview of Major Issues and Priorities (Staff Presentation)

4. REPORTS – Chief Administrative Officer
a) CA-EM-11-001, Appointment of Regional and Deputy Regional Fire Coordinators 1

REPORTS – Finance
b) F-11-009, Quarterly Summary of Tenders/Proposals Approved by the Chief Administrative Officer 2

REPORTS – Corporate Resources
c) CR-CLK-11-002, 2011 Accessibility Plan (Plan distributed separately to Councillors and Senior Staff only) 5
d) CR-CLK-11-004, Service Strategy Update 10
e) CR-FM-11-003, Waterloo Regional Police Services New North Division Design Development Update 17

5. INFORMATION/CORRESPONDENCE
a) Moody's Credit Analysis – Region of Waterloo Maintains Aaa Credit Rating 28
b) Council Enquiries and Requests for Information Tracking Sheet 33

6. OTHER BUSINESS

7. NEXT MEETING – March 8, 2011
8. MOTION TO GO INTO CLOSED SESSION

THAT a closed meeting of the Administration & Finance and Community Services Committees be held on Tuesday, February 15, 2011 at 12:45 p.m. in the Waterloo County Room in accordance with Section 239 of the Municipal Act, 2001, for the purposes of considering the following subject matters:

   a) Receiving of legal advice and opinion that is subject to solicitor-client privilege related to a construction project
   b) Personal matters about identifiable individuals, potential litigation and related legal advice subject to solicitor-client privilege – financial matters

9. ADJOURN
TO: Chair Tom Galloway and Members of the Administration and Finance Committee

DATE: February 15, 2011

FILE CODE: C04-50, D29-03

SUBJECT: APPOINTMENT OF REGIONAL AND DEPUTY REGIONAL FIRE COORDINATORS

RECOMMENDATION:

THAT the Regional Municipality of Waterloo appoint Tim Beckett, City of Kitchener Fire Chief, as Regional Fire Coordinator, and Lyle Quan, City of Waterloo, General Manager of Protective Services/Fire Chief as Deputy Regional Fire Coordinator effective January 1, 2011 to December 31, 2011, as outlined in Report CA-EM-11-001 dated February 15, 2011.

SUMMARY: NIL

REPORT:

Since 1992, the position of Regional Fire Coordinator is rotated on a three-to-four year basis at the commencement of Regional Council’s term. This position is filled rotationally by one of the three cities’ Fire Chiefs (Kitchener, Cambridge, Waterloo), with the other two city Fire Chiefs appointed as Deputy Regional Fire Coordinators. The Regional Fire Coordinator has been appointed for the same duration as Regional Council’s term, thus providing continuity in service for the programs undertaken and implemented by the Regional Fire Coordinator.

Chief Tim Beckett has agreed to continue fulfilling the role of Regional Fire Coordinator, ending December 31, 2011. Lyle Quan, City of Waterloo Fire Chief has agreed to serve as Deputy Regional Fire Coordinator for the period January 1, 2011 to December 31, 2011. The new Fire Chief for the City of Cambridge will then take on the Regional Fire Coordinator position starting January 1, 2012. A report will be presented in January 2012 recommending the appointment of the Regional Fire Coordinator and Deputy Regional Fire Coordinators for the remainder of Regional Council term.

CORPORATE STRATEGIC PLAN:

This Report supports Focus Area 2: Enhance Community Health and Social Well Being- Enhance Emergency Programs.

FINANCIAL IMPLICATIONS: NIL

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Council and Administrative Services division has been consulted and will ensure that the appropriate by-law is forwarded to the next available Regional Council meeting.

ATTACHMENTS: NIL

PREPARED BY: Steve LaRochelle, Coordinator of Emergency Plans and Training

APPROVED BY: Michael L. Murray, Chief Administrative Officer
TO: Chair Tom Galloway and Members of Administration and Finance Committee

DATE: February 15, 2011

FILE CODE: F18-30

SUBJECT: QUARTERLY SUMMARY OF TENDERS/PROPOSALS APPROVED BY THE CHIEF ADMINISTRATIVE OFFICER

RECOMMENDATION:

For Information

SUMMARY: Nil

REPORT:

The updated Purchasing By-law which came into effect July 2010 requires that administrative awards for Request for Proposals (RFP’s) and tenders between $100,000 and $500,000 must be reported to Administration and Finance Committee. Administrative awards for tenders can occur if three criteria are met. These criteria include a minimum of three bids received, awarded to the lowest bidder and the amount of the bid is within budget. For RFP’s, the three criteria are a minimum of three bids received, awarded to the highest score and the bid is within budget. See Appendix 1 for details of the awards made by the CAO from September 1, 2010 through December 31, 2010. As required by the by-law, a quarterly summary report will be submitted to Administration and Finance Committee outlining all tenders and proposals awarded by staff. This revised tender/proposal award process has resulted in a more efficient and timely procurement process.

CORPORATE STRATEGIC PLAN:

Supports and meets the objectives of Focus Area 6 “Service Excellence – foster a culture of citizen/customer service that is responsive to community needs, by ensuring a fair and open tender process and that all interested suppliers have an equal opportunity to bid on Regional projects.

FINANCIAL IMPLICATIONS: Nil

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE: Nil

ATTACHMENTS: Appendix 1

PREPARED BY: C. Whitlock, Director, Procurement & Supply Services

APPROVED BY: L. Ryan, Chief Financial Officer
<table>
<thead>
<tr>
<th>TENDER NUMBER &amp; NAME</th>
<th>DESCRIPTION</th>
<th>AWARDED</th>
<th>NET COST OF AWARD (Net of HST Rebate)</th>
<th>LIST OF BIDDERS</th>
<th>BID PRICE (Includes HST)</th>
<th>BUDGET</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>P2010-40 Janitorial Cleaning at Region of Waterloo Administrative Headquarters</td>
<td>A three (3) year contract for the janitorial cleaning services at 150 Frederick St., Kitchener</td>
<td>Housekeepers of Canada</td>
<td>$352,310.47</td>
<td>Housekeepers The Climatic Group Precise Janitorial Commercial Cleaning Arsenal Cleaning Kleenzone Inc. Omni Facility Impact Cleaning JDI Cleaning Scandinavian Building</td>
<td>$391,224.48 $439,909.95 $444,403.44 $444,486.48 $447,482.94 $449,148.52 $484,086.06 $527,305.70 $554,468.40 $618,132.60</td>
<td>Total Operational Budget of $122,682 per year</td>
<td>Approved Sept. 10, 2010</td>
</tr>
<tr>
<td>T2010-130 Kitchener Renovation at 20-43 Ingleside Drive, Kitchener</td>
<td>To completely remove and reinstall new kitchen cupboards, sinks, faucets, light fixtures and receptacles in 48 units</td>
<td>Amato &amp; Son</td>
<td>$109,493.76</td>
<td>Amato and Son Joe Pace &amp; Sons Allied Construction Greenline Renovation JHJ Contracting R.F. Porter</td>
<td>$121,588.00 $134,564.92 $136,603.44 $203,008.25 $209,883.28 $217,106.90</td>
<td>Total SHRRP* Budget of $5,603,385</td>
<td>Approved Oct. 16, 2010</td>
</tr>
<tr>
<td>T2010-137 Construction &amp; Step Testing of New Production Well, Maple Grove Water Supply Class EA Assessment</td>
<td>For the drilling of a full production sized test well</td>
<td>Davidson Well Drilling</td>
<td>$240,160.00</td>
<td>Davidson Well Drilling Gerrits Drilling Durl Hopper Ltd.</td>
<td>$267,086.80 $330,392.40 $331,889.48</td>
<td>Total Capital Budget of $935,000</td>
<td>Approved Oct. 29, 2010</td>
</tr>
<tr>
<td>C2010-04 EMS Headquarters and Fleet Centre Expansion and Renovations</td>
<td>For the architectural and design services of EMS Headquarters and Fleet Centre Expansion and Renovations</td>
<td>McCallum Sather</td>
<td>$111,936.22</td>
<td>The Walter Fedy Partnership Somfay Masri Aecom Canada McCallum Sather** **highest score rec’d</td>
<td>$100,570.00 $120,741.00 $122,040.00 $124,300.00 $124,300.00</td>
<td>Total Capital Budget of $1,400,000</td>
<td>Approved Nov. 16, 2010</td>
</tr>
<tr>
<td>TENDER NUMBER &amp; NAME</td>
<td>DESCRIPTION</td>
<td>AWARDED</td>
<td>NET COST OF AWARD (Net of HST Rebate)</td>
<td>LIST OF BIDDERS</td>
<td>BID PRICE (Includes HST)</td>
<td>BUDGET</td>
<td>COMMENTS</td>
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<tr>
<td>T2010-138 Garage Roof Repair at 60 Paulander Drive Kitchener</td>
<td>To restore the structural integrity of the parking garage roof, due to fire damage</td>
<td>Brook Restoration</td>
<td>$94,916.19</td>
<td>Brook Restoration Triumph Aluminum Hamlet Roofing</td>
<td>$105,400.00 $111,497.63 $121,785.00</td>
<td>Costs covered through an insurance claim</td>
<td>Approved Nov. 19, 2010</td>
</tr>
<tr>
<td>P10-037 Supply &amp; Delivery of Fine Paper</td>
<td>For the purchase and delivery of fine paper for a three (3) year term</td>
<td>Spicers</td>
<td>$336,284.21</td>
<td>Spicers Xerox Canada Canon Canada</td>
<td>$373,428.81 $405,229.41 $408,576.29</td>
<td>Purchase of paper is covered through all departments operating budget</td>
<td>Approved Nov. 25, 2010</td>
</tr>
<tr>
<td>Q2010-1153 Test Well and Monitoring Well Installation</td>
<td>For the monitoring well installation and testing, Strange Street Well Field, Kitchener</td>
<td>Gerritts Drilling</td>
<td>$160,153.23</td>
<td>Gerritts Drilling Well Initiatives Davidson Well Drilling</td>
<td>$177,843.11 $196,339.76 $201,738.90</td>
<td>Total budget of $346,000</td>
<td>Approved Dec. 23, 2010</td>
</tr>
<tr>
<td>C2010-09 Division 1 Cellblock Expansion and Renovation Project</td>
<td>To provide consulting engineering services for Division 1 Cellblock expansion and renovations</td>
<td>Aecom Canada</td>
<td>$140,720.16</td>
<td>**Aecom Canada Ltd Walter Fedy Partnership John MacDonald Somfay Masri Rebanks Pepper</td>
<td>$156,250.75 $239,560.00 $246,227.00 $250,577.50 $291,540.00</td>
<td>Total Capital budget of $2,295,000</td>
<td>Approved Dec. 23, 2010</td>
</tr>
</tbody>
</table>

* Social Housing Retrofit Program
TO: Chair Tom Galloway and Members of the Administration and Finance Committee

DATE: February 15, 2011

FILE CODE: L11-50

SUBJECT: 2011 ACCESSIBILITY PLAN

RECOMMENDATION:

THAT the Regional Municipality of Waterloo adopt the 2011 Accessibility Plan;

AND THAT the 2011 Accessibility Plan be sent to the Ministry of Community and Social Services for information as outlined in Report CR-CLK-11-002.

SUMMARY:

NIL

REPORT:

The Region of Waterloo’s eighth annual Accessibility Plan (circulated separately) has been completed according to the requirements of the Ontarians with Disabilities Act, 2001 (ODA) and the Accessibility for Ontarians with Disabilities Act, 2005 (AODA). Since September 2002 municipalities across Ontario with more than 10,000 residents have been required to create publicly available accessibility plans and to seek the advice of appointed Accessibility Advisory Committees, with the aim of identifying, preventing, and removing barriers for people with disabilities.

In 2005 the AODA came into effect, giving the province the mandate to create sets of accessibility standards which must be met by both the public and private sector. Five sets of accessibility standards are in various stages of development and implementation: customer service, information and communication, employment, transportation, and the built environment. In February, 2011, the province made public a draft Integrated Accessibility Standard, proposing provisions in the areas of information and communication, employment, and transportation, with timelines for implementation ranging from July 1, 2011 for some transportation requirements, to January 1, 2021 for some website requirements.

The 2011 Accessibility Plan contains descriptions of the AODA standards, a status update on the planned actions the Region of Waterloo submitted in the 2010 Accessibility Plan, along with descriptions of the actions planned for 2011 to improve accessibility for people with disabilities.

The following operating principle was developed to guide the Region’s accessibility planning strategies: “The Regional Municipality of Waterloo will continuously strive toward achieving an environment that is free of barriers for individuals with disabilities consistent with our requirements under the Ontarians with Disabilities Act, 2001 and the Accessibility for Ontarians with Disabilities Act, 2005”.

Additionally, the following planning principles direct how accessibility planning is implemented at the Region:

- All Departments of the Region of Waterloo will participate in the improvement of accessibility to sites and services.
Accessibility will be considered with regard to both the public and Regional employees.

Accessibility plans will reflect available resources: human, capital, and financial.

Barrier identification, prevention, and removal activities will follow consistent best practices across Departments of the Region of Waterloo through the use of provincial standards and specifically developed tools.

The Region of Waterloo will identify, prevent, and remove barriers for people with disabilities based on the six barrier categories described in the ODA and AODA (i.e. physical, architectural, information/communication, attitudinal, technological, policy/practice related).

Actions to improve accessibility will take into consideration the principles of Universal Design, which allow for the design of products and environments that will be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design.

The Region of Waterloo will work in cooperation with the area municipalities and other participating agencies in consideration of common interests.

While developing and implementing the Accessibility Plan, the Region of Waterloo will take into consideration advice received from its Accessibility Advisory Committees, the public and Regional employees. Regional Council will consider the Plan for approval.

Staff are brought together from all levels of the organization to provide input into the development and implementation of the Accessibility Plan items. The corporate AODA/ODA Steering Team consists of the AODA/ODA staff team and senior managers from most departments of the Region. This group meets regularly to set the direction for accessibility planning and to ensure full participation of all departments. The AODA/ODA staff team also meets regularly with the Corporate Leadership Team to provide updates on the planning process.

Input and feedback for the 2011 Accessibility Plan is obtained from a number of sources both internally and externally. In addition to Regional Council and the Waterloo Regional Police Services Board, the Region is also required to obtain input from an external advisory committee. Staff reviewed the 2011 Accessibility Plan with the Grand River Accessibility Advisory Committee (GRAAC) on October 28, 2010. This input, along with the results from the Region of Waterloo’s Accessibility Survey Tool, staff suggestions, and legislative requirements under the AODA is the basis for the 2011 Accessibility Plan.

1.0 Plan Overview
The Region of Waterloo’s annual Accessibility Plan reports on the activities undertaken in the past year, as well as describes the activities planned in the coming year, to identify and remove barriers to sites and services. The Region of Waterloo’s Accessibility Plan provides an overview of initiatives to address the following barrier areas: Policy/Practice/Attitudinal; Information/Communication; Physical/Architectural; and Technological.

A few highlights from the 2011 Accessibility Plan include:

- 84% of the items planned for 2010 were either completed (50%) or will be continued (34%) in 2011. The remaining 16% of the planned items have been deferred, often to coordinate with other initiatives.
- 29% of items completed in 2010 were in addition to those outlined in the 2010 Accessibility Plan.
- All departments across the Region of Waterloo, along with the Waterloo Regional Police Services have participated in the accessibility planning process.
- A broad range of barrier areas have been addressed in the 2011 Accessibility Plan.

Some of the ways staff at the Region of Waterloo have made improvements in accessibility throughout 2010 include:

- Reflected best practices in accessible design of the new Christopher Children’s Centre.
- Designed and installed an accessible coffee bar at the Sandhills Café at Sunnyside Home.
- Incorporated several accessibility features into the Waterloo Region Museum, including physical features along with the accessible design of print and audio visual materials and alternate formats of a number of documents.
- Expanded Commuter Bus Service project at Grand River Transit to include one additional agency.
- Expanded technology to allow Grand River Transit to announce and display bus stops on buses 12 years of age and younger, resulting in 80% of the conventional Transit fleet being equipped with the technology.
- Improved meeting room booking processes in Waste Management including information about accessibility features, training on multi-media equipment, and processes to handle disruptions or cancellations of meeting facilities.
- Implemented a series of Abilities Awareness panel discussions, bringing together local community members and Region staff to talk about a number of accessibility-related issues.
- Implemented a number of specialized Accessible Customer Service training sessions held for staff in Public Health, Planning, Housing and Community Services, and Social Services.

Regional staff have been improving the accessibility of services and facilities both through the actions described in the past seven annual accessibility plans and in the ways they provide service every day. In addition to the Region of Waterloo’s commitment to continue those everyday actions to identify, prevent, and removing barriers to people with disabilities, new for the 2011 Accessibility Plan, the Region of Waterloo has identified seven key, corporate-wide improvement plans. These accessibility focus areas are:

1. Improving telephone accessibility, focusing on technologies for people who are Deaf, deafened, and hard of hearing.
2. Implementing accessible website technology.
3. Documenting processes for customers with service animals or support persons.
4. Coordinating feedback processes, focusing on accessibility.
5. Reviewing procedures and needs for American Sign Language (ASL) Interpreters.
6. Enhancing the processes for providing notification of service disruptions.
7. Implementing the AODA Customer Service Regulation at Waterloo Regional Police Services.

These focus areas were chosen because they go beyond program-specific everyday business in improving accessibility. They will impact most departments across the Region of Waterloo and will result in consistent, meaningful improvements in accessibility across the organization.

2.0 Accessibility Advisory Committee Feedback
On October 28, 2010 the Grand River Accessibility Advisory Committee (GRAAC) reviewed a draft of the 2011 Accessibility Plan, and was asked for feedback and advice on the seven accessibility focus areas planned for 2011. Appendix A attached to this report contains a detailed summary of feedback from the GRAAC. The advice from the GRAAC has been reviewed and considered by the AODA/ODA Steering Team in the development of the 2011 Accessibility Plan.

3.0 Plan Distribution
The Region of Waterloo’s 2011 Accessibility Plan will be released to the public through advertisements in the newspaper (where interested citizens can request copies of the plan), mail-outs to local agencies, and postings on the Region of Waterloo’s website.

The Region of Waterloo makes the Accessibility Plan available in a number of alternate formats such as: electronic copy (CD), text-only, and summary. Requests for other formats are considered.

CORPORATE STRATEGIC PLAN:
The preparation of the annual Accessibility Plan is a requirement under the Ontarians with Disabilities Act, 2001. Development of the Accessibility Plan supports the Corporate Strategic Plan Focus Area 6, Objective 6.2: to increase access, fairness, and inclusion to all regional programs and services.

FINANCIAL IMPLICATIONS:

The cost of creating and distributing the Region of Waterloo's 2011 Accessibility Plan is accommodated within the Corporate Resources departmental budget. The cost of implementing the actions within the 2011 Accessibility Plan will be considered as needed by each Department (e.g.: one-time items, ongoing capital programs, etc.).

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

The 2011 Accessibility Plan has been prepared in consultation with all Departments at the Region of Waterloo along with Waterloo Region Police Services.

ATTACHMENTS:

Appendix A: Summary of Feedback from the Grand River Accessibility Advisory Committee 2011 Accessibility Plan (Distributed separately)

PREPARED BY: Vanessa Lopak, Social Planning Associate. 
Deb Bergey, Manager, Citizen Service.

APPROVED BY: Gary Sosnoski, Commissioner, Corporate Resources.
The material in this plan has been prepared for specific use by the Regional Municipality of Waterloo. When referencing this document please use the following citation:


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To request accessible formats of this document, including electronic, large font, text only, or clear language summary, or to request permission to reprint, please contact:

Vanessa Lopak, Social Planning Associate
Region of Waterloo
Council and Administrative Services
150 Frederick St, 2nd Floor
Kitchener, ON N2G 4J3

Telephone: 519-575-4757 ex 3861
TTY: 519-575-4608
Email: access@regionofwaterloo.ca
Acknowledgements

Region of Waterloo staff developed the 2011 Accessibility Plan in cooperation with the members of the Grand River Accessibility Advisory Committee. This plan is also based on feedback requested of the City of Cambridge Accessibility Advisory Committee and Wilmot Township Accessibility Advisory Committee. Special thanks to everyone who participated in the planning process, including the Region of Waterloo Accessibility Planning Leads and Surveyors who are instrumental in making accessibility happen at the Region of Waterloo; members of the AODA/ODA Steering Team for setting the direction for accessibility; the Corporate Leadership Team as the corporate champions for this project; and to Regional Council for their ongoing support.

Regional Council (2010-2014)
Les Armstrong, Jane Brewer, Todd Cowan, Doug Craig, Rob Deutschmann, Tom Galloway, Jean Haalboom, Brenda Halloran, Ross Kelterborn, Geoff Lorentz, Claudette Millar, Jane Mitchell, Regional Chair Ken Seiling, Sean Strickland, Jim Wideman, Carl Zehr.

Members of Regional Council, 2010-2014

Grand River Accessibility Advisory Committee (2010)
*Voting Members:* Taposhi Batabyal; Mike Begin; Gail Brunsdon; Anthony Cashin; Gordon Cummer; Sharon Giles; Saul Herzog; Ken Parker; Amy Ross; Paula Saunders; Kurt Schneider; Sharon Ward-Zeller.

*Non-Voting Members: Municipal Councillors:* Jane Mitchell, Councillor, Region of Waterloo; Kelly Galloway, Councillor, City of Kitchener; Karen Scian, Councillor, City of Waterloo.
Non-Voting Members: Municipal Staff: Deb Bergey, Region of Waterloo; Vanessa Lopak, Region of Waterloo; Pamela Albrecht, City of Kitchener/
City of Waterloo; Lori Palubeski, City of Kitchener; Valrie Hummel, Township of Woolwich; Darryl Denny, Township of North Dumfries; Rik Louwagie, Township of Wellesley.

Cambridge Accessibility Advisory Committee (2010)
Dan Lajoie, Carolyn Conyard, KidsAbility; Michael Mullen, Community Living Cambridge; Helen Kitchen; Tom Livingstone; Asad Saji; Joshua Kortleve; Sheri-Lyn Roberts; Andrea Riley, City of Cambridge.

AODA/ODA Steering Team
Bryan Stortz, Chief Administrator’s Office; Deb Bergey, Corporate Resources; Kris Fletcher, Corporate Resources; Vanessa Lopak, Corporate Resources; Doug Gilmore, Corporate Resources; Sheila McIntosh, Human Resources; Lucille Bish, Planning, Housing and Community Services; Donna Ottley, Public Health; Anne Schlorff, Public Health; Judi Neufeld, Social Services; Eric Gillespie, Transportation and Environmental Services; Dave Smith, Transportation and Environmental Services; Joseph A. Steiner, Waterloo Regional Police Services.

Accessibility Planning Leads
Chad Grummett, Corporate Resources; Vanessa Lopak, Corporate Resources; Ofelia Patterson, Finance; Pam Meyers, Human Resources; Ann Derry, Planning Housing and Community Services; Christine Wadden, Planning Housing and Community Services; Lynda Steep, Public Health; Carol Aisladie, Public Health; Susan Fonseca, Public Health; Janice Kroetsch, Regional Chair’s Office; Sheri Phillips, Social Services; Louise Murray, Social Services; Reg Weber, Social Services; Phil Bauer, Transportation and Environmental Services; Sandy Roberts, Transportation and Environmental Services; Dave Smith, Transportation and Environmental Services; Jennifer Bertelsen, Transportation and Environmental Services; Kathleen Barsoum, Transportation and Environmental Services; Scott Clarke, Transportation and Environmental Services; Joseph A. Steiner, Waterloo Regional Police Services.

Accessibility Surveyors
Nicole Muir, Corporate Resources; Sheila McIntosh, Human Resources; Keren Adderley, Planning, Housing and Community Services; Lu-ann Procter, Public Health; Janice Kroetsch, Regional Chair’s Office; Louis Labib, Social Services; Cheryl McGill, Transportation and Environmental Services; Janine Chapeskie, Waterloo Regional Police Services.
# Table of Contents

Acknowledgements .............................................................................................................. 3  
Table of Contents .................................................................................................................. 5  
Executive Summary ............................................................................................................. 7  
  Highlights of the 2011 Accessibility Plan ........................................................................ 8  
  2011 Accessibility Focus Areas ......................................................................................... 9  
  Releasing the 2011 Accessibility Plan to the Public ........................................................... 9  
Introduction.......................................................................................................................... 10  
  Operating Principle .......................................................................................................... 10  
  Planning Process ............................................................................................................. 11  
  The Small but Mighty Actions .......................................................................................... 12  
  Profile of Waterloo Region ............................................................................................... 12  
Accessibility Advisory Committees .................................................................................... 13  
Accessibility for Ontarians with Disabilities Act, 2005 ....................................................... 14  
  Accessibility Standards for Customer Service .................................................................. 14  
  Integrated Accessibility Regulation .................................................................................. 14  
  Accessibility Standards for Built Environment ................................................................. 14  
Ontarians with Disabilities Act, 2001 .................................................................................. 15  
  2011 Accessibility Focus Area: Telephone Accessibility .................................................... 16  
  2011 Accessibility Focus Area: Accessible Website Technology ....................................... 17  
    Revising the Waterloo Regional Police Services Website ............................................. 17  
  2011 Accessibility Focus Area: Accessible Feedback Process .......................................... 18  
  2011 Accessibility Focus Area: Processes for Customers with Support Persons or Service  
    Animals ............................................................................................................................... 19  
  2011 Accessibility Focus Area: Review of Interpreter Needs and Practices ....................... 20  
  2011 Accessibility Focus Area: Service Disruption Notification ......................................... 21  
  2011 Accessibility Focus Area: Customer Service Regulation implementation for Waterloo  
    Regional Police Services ................................................................................................. 22  
Releasing the Accessibility Plan to the Public ..................................................................... 23  
Appendix A Regional Responsibilities under the Ontarians with Disabilities Act, 2001 and  
the Accessibility for Ontarians with Disabilities Act, 2005 .............................................. 24  
  Ontarians with Disabilities Act .......................................................................................... 24  
  Accessibility for Ontarians with Disabilities Act, 2005 ....................................................... 24  
Appendix B Region of Waterloo Accessibility Operating and Planning Principles ............... 26  
Appendix C Overview of Services Provided by the Region of Waterloo ............................. 27  
Appendix D Status Updates on Actions in 2010 .................................................................. 30  
  Policy/Practice/Attitudinal .............................................................................................. 30  
  Information/Communication ............................................................................................ 36  
  Physical/Architectural .................................................................................................... 40  
  Technological .................................................................................................................. 44  
Appendix E General Definitions ............................................................................................ 46  

Executive Summary

About 1.8 million people in Ontario or about 15.5% of the population report having a disability.\(^1\) When immediate family members are included, the number of Ontarians affected by disability grows to 53% of the population.\(^2\) People with disabilities are active participants in our communities, contributing to the local economy and accessing local goods and services. For this reason, it is important that the services and facilities of the Region of Waterloo are accessible and welcoming for people with disabilities.

There are two broad pieces of legislation in Ontario that address accessibility for people with disabilities: the *Ontarians with Disabilities Act, 2001* (ODA) and the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA). The ODA directs municipalities with more than 10,000 residents to appoint an Accessibility Advisory Committee and to create and make publically available an annual Accessibility Plan.\(^3\) The AODA provided the province with the mandate to develop and implement accessibility standards for the public and private sectors.\(^4\) To date, the Accessibility Standard for Customer Service is the only standard developed under the AODA to be made into law.\(^5\) The Region of Waterloo met the requirements outlined in this regulation by December 31, 2009. The Waterloo Regional Police Services must meet the Customer Service Standard by January 1, 2012. Other accessibility standards currently in development under the AODA include requirements for information and communication, employment, transportation, and the built environment. In response to the reporting requirements for both the ODA and the AODA, the Region of Waterloo is pleased to present the eighth annual Accessibility Plan.

Staff from all departments, from front-line to senior management, are involved in the development and implementation of accessibility planning at the Region of Waterloo. The 2011 Accessibility Plan provides an update on actions carried out in the past year and describes seven accessibility focus areas that will be implemented in 2011 to identify, reduce, and prevent barriers for people with disabilities. In addition, the 2011 Accessibility Plan includes a broad description of the five accessibility standards developed under the *Accessibility for Ontarians with Disabilities Act, 2005*.

Items for the Region of Waterloo’s 2011 Accessibility Plan are gathered from five main sources: Accessibility Survey process; Accessibility Advisory Committee feedback; community feedback; and, Regional staff.

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\(^3\) *Ontarians with Disabilities Act, 2001*, S.O. 2001, c. 32.
\(^4\) *Accessibility for Ontarians with Disabilities Act, 2005*, S.O. 2005, c.11.
\(^5\) Ontario Regulation 429/07.
Highlights of the 2011 Accessibility Plan
The following are a few highlights of the 2011 Accessibility Plan:

- 84% of the items planned for 2010 were either completed (50%) or will be continued in 2011 (34%). The remaining 16% of the planned items have been deferred, often to coordinate with other initiatives.
- 29% of items completed in 2010 were in addition to those outlined in the 2010 Accessibility Plan.
- All departments across the Region of Waterloo, along with the Waterloo Regional Police Services have participated in the accessibility planning process.
- A broad range of barrier areas have been addressed in the 2011 Accessibility Plan.

Some of the ways staff at the Region of Waterloo have made improvements in accessibility throughout 2010 include:

- Reflected best practices in accessible design of the new Christopher Children’s Centre.
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- Incorporating several accessibility features into the Waterloo Region Museum, including physical features along with the accessible design of print and audio visual materials and alternate formats of a number of documents.
- Expanded Commuter Bus Service project at Grand River Transit to include one additional agency.
- Expanded technology to allow Grand River Transit to announce and display bus stops on buses 12 years of age and younger, resulting in 80% of the conventional Transit fleet being equipped with the technology.
- Improved meeting room booking processes in Waste Management including accommodation information, training on multi-media equipment, and processes to handle disruptions or cancellations of meeting facilities.
- Implemented a series of Abilities Awareness panel discussions, bringing together local community members and Regional staff to talk about a number of accessibility-related issues.
- Implemented a number of specialized Accessible Customer Service training sessions held for staff in Public Health, Planning, Housing and Community Services, and Social Services.
2011 Accessibility Focus Areas

New for the 2011 Accessibility Plan, the Region of Waterloo has identified key, corporate-wide improvement plans. The accessibility focus areas are:

1. Improving telephone accessibility, focusing on technologies for people who are Deaf, deafened, and hard of hearing.
2. Implementing accessible website technology.
3. Documenting processes for customers with service animals or support persons.
4. Coordinating feedback processes, focusing on accessibility.
5. Reviewing procedures and needs for American Sign Language (ASL) Interpreters.
6. Enhancing the processes for providing notification of service disruptions.
7. Implementing the AODA Customer Service Regulation at Waterloo Regional Police Services.

These focus areas were chosen because they go beyond program-specific everyday business in improving accessibility. They will impact most departments across the Region of Waterloo, and will result in consistent, meaningful improvements in accessibility across the organization.

Releasing the 2011 Accessibility Plan to the Public

The 2011 Accessibility Plan is released to the public in the following ways: advertisements in the newspaper where interested citizens can request copies of the plan; mail-outs to local agencies; and, the Region of Waterloo’s website.

The 2011 Accessibility Plan is available in a number of accessible formats such as: electronic copy, text-only, and clear language summary. Requests for other formats will be considered and can be made by contacting:

Vanessa Lopak, Social Planning Associate
Region of Waterloo Council & Administrative Services
150 Frederick St, 2nd Floor
Kitchener, ON N2G 4J3
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TTY: 519-575-4608
Email: access@regionofwaterloo.ca
Introduction

According to Statistics Canada 15.5%, or one in seven, of Ontarians have a disability;\(^6\) that’s about 1.85 million people with a disability who are active participants within our communities, contributing to their local economies and accessing their local services. As the population ages over the next 20 years, the proportion of Ontarians with disabilities is expected to grow to one in five, or 20% of the population.\(^7\) Creating accessible services and facilities for people with disabilities is essential to meeting the needs of this significant number of Ontarians. Improving accessibility has a wide impact as it affects friends and families of people with disabilities, families with strollers, older adults, delivery people, and staff or the public carrying cumbersome items or bags. Making improvements in accessibility leads to better service for everyone.

In Ontario there are two broad pieces of legislation addressing accessibility for people with disabilities: the Ontarians with Disabilities Act, 2001 (ODA); and the Accessibility for Ontarians with Disabilities Act, 2005 (AODA). The ODA requires municipalities with more than 10,000 residents to set up and get advice from an Accessibility Advisory Committee. In addition, municipalities must also create and make publicly available an annual Accessibility Plan.\(^8\)

The AODA was passed by the government of Ontario in 2005 with the goal of creating a fully accessible Ontario by 2025 through the development and release of accessibility standards for the public and private sectors.\(^9\) To date, the province of Ontario has committed to developing and implementing five sets of accessibility standards in the areas of customer service, transportation, information and communication, employment, and the built environment. Currently the Accessibility Standards for Customer Service is the only standard to have been made into law.\(^10\) Until the province repeals the ODA, municipalities must continue to meet the requirements of both the ODA and the AODA. Appendix A outlines further details on the municipal requirements under both pieces of legislation. In response to the reporting requirements of both the ODA and the AODA, the Region of Waterloo is pleased to present its eighth annual Accessibility Plan.

Operating Principle

Revised in 2007, Regional staff developed the following Operating Principle to guide the Region of Waterloo’s accessibility planning strategies:

“The Regional Municipality of Waterloo will continuously strive toward achieving an environment that is free of barriers for individuals with disabilities consistent with our requirements under the Ontarians with Disabilities Act, 2001 and the Accessibility for Ontarians with Disabilities Act, 2005”.

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\(^10\) Ontario Regulation 429/07.
Planning Process

Accessibility planning for people with disabilities is outlined in the Region of Waterloo’s Strategic Plan. Specifically, two of the actions described under the focus area of Service Excellence are “to continue to improve access to Region of Waterloo services based on the Accessibility Survey Tool” and to continue “to develop the Region of Waterloo Annual Accessibility Plan.” Furthermore, the Region of Waterloo recently adopted a Service Strategy, focusing on measuring customer satisfaction with Regional services, and making improvements based on those results. An important element of the Service strategy is to improve access to Regional services, including access for people with disabilities. A set of planning principles, described in Appendix B, guide Regional staff as they meet the goals of the Service Strategy and the Strategic Plan.

Region staff from across the organization have been actively involved in improving the accessibility of services and sites for over seven years. The AODA/ODA Steering Team consists of the AODA/ODA Staff team and key representatives across the Region of Waterloo and includes the Waterloo Regional Police Services (WRPS). This group sets the direction for accessibility planning to ensure the full participation of all departments and provides regular updates on planning progress to Corporate Leadership Team, consisting of the Chief Administrative Officer and Commissioners.

New for the 2011 Accessibility Plan the AODA/ODA Steering Team has identified seven key, corporate-wide improvement plans. The accessibility focus areas, described in more detail later in the report, are:

1. Improving telephone accessibility, focusing on technologies for people who are Deaf, deafened, and hard of hearing.
2. Implementing accessible website technology.
3. Documenting processes for customers with service animals or support persons.
4. Coordinating feedback processes, focusing on accessibility.
5. Reviewing procedures and needs for American Sign Language (ASL) Interpreters.
6. Enhancing the processes for providing notification of service disruptions.
7. Implementing the AODA Customer Service Regulation at Waterloo Regional Police Services

The seven accessibility focus areas were chosen because they go beyond program-specific everyday business in improving accessibility. They will impact most departments across the Region of Waterloo, and will result in consistent, meaningful improvements in accessibility across the organization.

11 In fact, since 1991 all new Regional facilities constructed or renovated have been designed to meet the requirements of the Ontario Building Code, which includes accessibility features such as automatic door openers and washroom accessibility.
**The Small but Mighty Actions**

For over seven years Regional staff have been improving the accessibility of services and facilities through many actions, great and small. Identifying, preventing, and removing barriers has become a part of everyday business for many staff. For example, through the Accessibility Survey process and based on feedback from staff, the public, and the Accessibility Advisory Committee, staff often notify the public of accessible formats of documents, include TTY information on materials, research accessible technologies, and improve the physical accessibility of facilities. And we know these actions make a difference. For this reason, Regional staff are committed to continuing to identify, prevent, and remove barriers in their everyday business for the people they serve.

**Profile of Waterloo Region**

With a population of just over half a million, Waterloo region is one of the fastest growing areas in Ontario and is projected to grow from 523,000 in 2010 to 729,000 people by 2031. This region is currently the fourth largest urban area in Ontario and the 10th largest in Canada.\(^\text{12}\)

There are two levels of municipal government in Waterloo region: The regional level of government comprised of the Region of Waterloo; and area levels of government for the cities of Kitchener, Waterloo, and Cambridge, and the townships of North Dumfries, Wilmot, Wellesley and Woolwich.

The services provided by the Region of Waterloo are described in Appendix C.

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\(^{12}\) Region of Waterloo, Planning, Housing, and Community Services, 2009.
Accessibility Advisory Committees

Each year Regional Council appoints the members of the Grand River Accessibility Advisory Committee (GRAAC). This is a joint committee with the cities of Kitchener and Waterloo, and the townships of North Dumfries, Wellesley, and Woolwich. The Region of Waterloo works with this committee to gather advice on the annual Accessibility Plan and to coordinate areas of joint effort with the other organizations participating on the committee.

Over the past year the GRAAC has provided advice and feedback to the Region of Waterloo in the following areas:

- Accessible customer service training for taxis.
- Community gardens.
- Transportation issues, including feedback on stops, terminals, and announcements.
- Region of Waterloo Telephone Study.
- Elimination of the Participation and Activities Limitations Survey in the long-form Census.
- Accessible customer service processes, procedures, and policies for WRPS.

In addition, the GRAAC has participated in the development of accessibility legislation in 2010 through the following actions:

- Keeping informed on the AODA review and development of standards.
- Hosted members of the Accessibility Directorate of Ontario to learn about new developments in the AODA and ODA.
- Provided feedback to the province on the proposed Integrated Accessibility Regulation.

Getting Advice from Across the Waterloo Region

The Region of Waterloo requests feedback from the Cambridge Accessibility Advisory Committee and the Wilmot Township Accessibility Advisory Committee for input and advice about the Region of Waterloo’s annual Accessibility Plan. To promote transparency and accountability, the Region of Waterloo seeks advice from all three area advisory committees.
Accessibility for Ontarians with Disabilities Act, 2005

The Accessibility for Ontarians with Disabilities Act, 2005 (AODA), enacted five years ago, provided the province with the mandate to create accessibility standards that both public and private sector organizations will eventually be required to meet. The AODA standards will provide guidance and direction for organizations in the areas of customer service, information and communication, employment, transportation, and the built environment, each of which are described below.

Accessibility Standards for Customer Service

The AODA Accessibility Standards for Customer Service became regulation in January, 2008. This regulation requires all public and private sector organizations that serve the public to ensure services are provided in an accessible way. The Region of Waterloo met all requirements for this Regulation by December 31, 2009, and filed a compliance report to the Ministry of Community and Social Services in February, 2010. The WRPS must meet the Customer Service Standards by January 1, 2012. Appendix A outlines the requirements of the Customer Service Standards.

Integrated Accessibility Regulation

In February, 2011 the Ministry of Community and Social Services released a proposed Integrated Accessibility Regulation, combining proposed standards in:

- Information and communication, focusing on the way information and communications are sent and received.
- Employment, focusing on the ways in which organizations provide accessibility for people with disabilities across all stages of the employment cycle, including recruitment and retention.
- Transportation, outlining requirements for organizations across the province that provide conventional transit, specialized transit, public school transportation, and taxis.

The proposed Integrated Accessibility Regulation outlined a timeline for implementation which, for the broader public sector with more than 50 employees, would begin July 1, 2011 (for some Transportation requirements), and would be completed in 2021.

Accessibility Standards for Built Environment

The Accessible Build Environment Standards are the most recent accessibility standards to be developed. In the final draft of these standards, submitted to the Ministry of Community and Social Services in June, 2010, the Standard Development Committee proposed that the standards apply to public and private sector buildings, site developments, public ways, and parks, trails and playgrounds.

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14 Ontario Regulation 429-07.
Ontarians with Disabilities Act, 2001

Under the Ontarians with Disabilities Act, 2001 (ODA), the Region of Waterloo must report on the planned actions to identify, remove, and prevent barriers to people with disabilities. The following pages describe the actions the Region of Waterloo will take in 2011 to improve accessibility. As discussed earlier in this plan, seven accessibility focus areas have been selected to create corporate-wide improvements in accessibility. These accessibility focus areas are:

1. Telephone accessibility
2. Accessible website technology
3. Processes for customers with support persons or service animals
4. Accessible feedback process
5. Review of interpreter needs and practices
6. Service disruption notification
7. Customer Service Regulation implementation for Waterloo Regional Police Services

The above Accessibility Focus Areas were chosen because they go beyond everyday business to improve accessibility in services across the Region of Waterloo. However, through the Region of Waterloo’s Accessibility Policy on Accessibility Standards for Customer Service and processes described in the Accessibility Survey Tool, staff at the Region of Waterloo remain fully committed to assessing services and facilities, seeking advice from GRAAC when needed, and making improvements in accessibility in individual program areas.

Appendix D reports on the actions that Regional staff have undertaken in 2010 to improve accessibility for individuals with disabilities as described in the Region of Waterloo's 2010 Accessibility Plan. The included tables are organized by barrier area: Policy/Practice/Attitudinal; Information/Communication; Physical/Architectural; and Technological. The tables provide a status report on the actions identified in the 2010 Accessibility Plan to identify, remove, and prevent barriers faced by people with disabilities, and identify the departments and divisions that were responsible for each action. The status update tables also identify new actions accomplished in 2010 that were not described in the 2010 Accessibility Plan, implemented to responding to the immediate accessibility needs in our community.

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2011 Accessibility Focus Area: Telephone Accessibility

Barrier Area: Technological

The telephone remains one of the most popular ways people connect with municipal services. Providing excellent service over the telephone means ensuring the telephone channel is accessible to all of our customers, including those who are Deaf, deafened, and hard of hearing.

In June of 2010 the Region of Waterloo evaluated the effectiveness of the telephone as a way for the public to access Regional staff and services, including the teletypewriter (TTY) system. Using focus group discussions and an online survey, members of the public along with Regional staff identified the following limitations in TTY service:

- Not all staff have access to TTY.
- TTY is not user-friendly to staff who do not use it on a regular basis.
- There are many different TTY numbers across the Region of Waterloo, making it difficult to know which number to call for the right service.
- TTY numbers are not always advertised.
- TTYs are not always answered by a live person.

To address these limitations, in 2011 the Region of Waterloo will work towards improving telephone accessibility for people who are Deaf, deafened, and hard of hearing. The Region of Waterloo aims to implement technology that will allow customers who use TTY to easily access Regional staff. This will improve the experience of citizens and better support staff as they serve people who are Deaf, deafened, and hard of hearing.

To accomplish this task the following actions will take place, along with estimated dates for completion:

1. Research and recommend which technology most meets the needs of citizens and staff members (January, 2011).
2. Determine where and how the technology will have the most meaningful impact (June, 2011).
3. Purchase recommended technology (September, 2011).
4. Train staff (December, 2011).
6. Monitor use of technology and make improvements as needed (Ongoing).

Citizen Service will lead this project and will include Regional staff members from every department across the Region of Waterloo. GR AAC will be consulted for their expertise during the research process as well as through planning and implementing processes, to help remove any potential barriers. GR AAC will also be asked for feedback on the technology once it has been implemented, to help the Region of Waterloo make continuous improvements in telephone accessibility.

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According to the World Wide Web Consortium (W3C) Website Accessibility Initiative, website accessibility means “people with disabilities can perceive, understand, navigate, and interact with the Web.” Ensuring website accessibility can be a key component of universal design for websites. As Tim Berners-Lee, Director of the W3C puts it:

“The power of the Web is its universality. Access by everyone regardless of disability is an essential aspect.”

To achieve the best possible website accessibility the W3C recommends meeting the Web Content Accessibility Guidelines (WCAG) Level 2.0. Following the WCAG 2.0 guidelines will make content more useable by everyone, and more accessible to a wider range of people with disabilities, including blindness and low vision, deafness and hearing loss, learning disabilities, cognitive limitations, limited movement, speech disabilities, and photosensitivity.

The Region of Waterloo will redesign the primary Regional websites to meet WCAG Level 2.0, Priority AA. This will meet the standard outlined in the proposed AODA Integrated Accessibility Regulation, far before the proposed compliance date of 2021.

The following list outlines the steps the Region of Waterloo has already completed, and the next steps we will take in 2011 to ensure Web accessibility:

1. Assess current websites, including consultations with GRAAC. (2009)
3. Launch website. (April, 2011)
4. Create and implement training for website content managers and writers for creating accessible web content for the public. (June, 2011)
5. Obtain user feedback, including feedback from GRAAC. (June, 2011)
6. Assess accessibility of custom applications and programs. (December, 2011)
7. Assess accessibility of PDF documents, and tag documents as needed. (December, 2011)
8. Update and refine website as needed. (Ongoing)

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19 Ibid.
20 Ibid.
What will be included in the Region of Waterloo’s Accessible Website?
To create an accessible website, the Region of Waterloo will:
- Ensure most web content and images meet the WCAG Level 2.0 Priority AA and provide alternatives for content outside of this standard (e.g. custom applications).
- Include Browsealoud technology.
- Organize site to be easily navigated.
- Apply principles for clear language.

2011 Accessibility Focus Area: Accessible Feedback Process
Barrier Area: Information/Communication

An important area in service delivery is learning from customers what it is they need and how well their needs are being met. It is especially important to seek out feedback from people who may experience barriers in services, in particular from people with disabilities. By inviting and listening to feedback from all customers, service improvements can be made that are barrier-free and accessible to everyone.

Under the AODA Customer Service Regulation the Region of Waterloo currently provides opportunity for anyone to share feedback in person, by telephone, TTY, and electronically by email or other electronic files. Currently, Citizen Service Associates collect this feedback and share it with the relevant Regional staff for action. To provide a more comprehensive approach, the Region of Waterloo will make it even easier to share feedback on services by creating and implementing a universal, accessible process for collecting and responding to feedback on services. The following principles will guide this project:
- Ensuring universal design in the feedback process.
- Providing multiple channels to obtain feedback.
- Documenting feedback.
- Ensuring feedback is given to the right person.
- Following up on feedback in a timely manner.
- Using feedback to guide service improvement initiatives.

To accomplish this, the Region of Waterloo will:
1. Develop feedback gathering processes. (March, 2011)
2. Assess and improve how feedback is followed up on. (September, 2011)
3. Consult with GRAAC on processes. (November, 2011)
4. Implement action plan. (January, 2012)
5. Monitor processes and make improvements as needed. (Ongoing)
2011 Accessibility Focus Area: Processes for Customers with Support Persons or Service Animals
Barrier Area: Policy/Practice/Attitudinal

There are many reasons for a person with a disability to use a service animal, including vision or sound alert, mobility assistance, and autism assistance. Typical service animals include guide dogs although other animals can also be used as service animals.

Similarly, there are many reasons a person with a disability may have a support person. A support person is someone who is hired or chosen to accompany a person with a disability to provide service or assistance with communication, personal care, medical needs, or access goods or services. Support persons may be a paid professional, a volunteer, a family member, or a friend.

Following the AODA Customer Service Regulation, at the Region of Waterloo people with disabilities can have access to their own service animals and support persons when they access services, unless restricted by other laws. However, there may be some special considerations when service is being delivered which need to be explored and appropriate processes put in place. These considerations include:

- When confidential information is being shared in the presence of a support person.
- Policies regarding fees or fares for support persons.
- Situations in which customers may request a support person to be provided by the Region of Waterloo.
- Ways to support customers if their service animals are excluded by other laws.

In 2011 the Region of Waterloo will:
1. Conduct inter-departmental focus groups to examine policies, practices, and processes related to how service is provided to people with service animals and support persons. (January, 2011)
2. Develop a list of program areas that require further training and/or documentation of processes. (January, 2011)
3. Create an action plan to improve service. (March, 2011)
4. Consult with GRAAC for advice on the action plan. (April, 2011)
5. Implement the action plan. (August, 2011)
2011 Accessibility Focus Area: Review of Interpreter Needs and Practices

Barrier Area: Policy/Practice/Attitudinal

An essential part of creating inclusive and responsive services is ensuring all people can participate equitably, be it at public meetings or when accessing front-line services. For people who are Deaf, this can mean having qualified American Sign Language (ASL) Interpreters available within a reasonable timeframe.

Commenting on the need for ASL Interpreters, Charles Beer, in his independent review of the AODA, notes “we experienced challenges in scheduling sessions as a result of the limited supply of these necessary services across the province” and states that “it is critical for these resources to be available in order to make it possible for people with various disabilities to fully participate.”

To ensure the equitable participation of people who are Deaf, the Region of Waterloo aims to examine current needs and processes for obtaining ASL Interpreters, and determine ways to improve current practices to ensure interpreters are available when required.

The following steps will be taken to accomplish these goals:
1. Conduct community consultations, including consulting with GRAAC, to get advice on key issues with current practices and to make recommendations on how to improve service. (March, 2011)
2. Develop an evaluation framework and tools. (August, 2011)
3. Identify barriers through an organizational review of priority programs. (August, 2012)
5. Implement the action plan to improve services. (March, 2013).

The Region of Waterloo’s Diversity Initiative
The review of ASL Interpreter needs and practices is one component of the Region of Waterloo’s Diversity Initiative. The Diversity Initiative will focus on ensuring inclusive practices that address many areas of diversity, including people with disabilities. The Diversity Initiative will include the development and implementation of an action plan to build an inclusive workplace with inclusive programs and services for our diverse community.

2011 Accessibility Focus Area:
Service Disruption Notification
Barrier Area: Information/Communication

It is important that services are available when people need them. However, there are times when this is not possible, for example when facilities are being upgraded or renovated, or when there are temporary problems with services, such as technology.

An essential part of providing excellent service to the public includes letting people know when services are temporarily unavailable and about the alternative services people can access during the disruption. This is particularly important for many people with disabilities. For some people with disabilities, accessing services requires a lot of planning, preparation, and, often, resources such as arranging for support persons. It can be a waste of time and money if our customers do not learn of temporary service disruptions in a timely manner.

As part of the AODA Customer Service Regulation, the Region of Waterloo provides notice of service disruptions by posting disruption notifications in obvious places on the premises or on the Region of Waterloo’s website. However, current processes could be better coordinated across the organization.

By improving the processes for notifying the public of disruptions in services, all customers, including those with disabilities, will know where to find all notifications easily and quickly. This will allow our customers to better plan how they access our services.

To accomplish this, the Region of Waterloo will complete the following actions:

1. Determine the kinds of services that could be disrupted and require notification. (January, 2011)
2. Determine current practices for service disruptions. (January, 2011)
4. Create an action plan and tools to improve service disruption notification, including website notification processes, templates, and training. (June, 2011)
5. Consult with GRAAC on the action plan, seeking advice for improvements. (August, 2011)
6. Implement the action plan. (September, 2011)
7. Monitor processes and make revisions as need. (Ongoing)
The Accessibility for Ontarians with Disabilities Act, 2005 Customer Service Regulation was enacted to ensure organizations that serve the public provide services in an accessible way. Public, private, and not-for-profit organizations must create a number of policies, practices, and procedures related to how they provide accessible service, described in Appendix A. \(^{22}\)

Waterloo Regional Police Services (WRPS) must comply with the requirements of the Customer Service Regulation by January 1, 2012. As such, the WRPS has been and will continue to be working towards meeting the requirements by:

- Creating training for all employees, volunteers, and contractors who provide service to the public or who are involved in creating policies, practices, and procedures.
- Creating an implementation plan for training.
- Getting advice from GRAAC on the implementation plan.
- Gathering, documenting, and creating policies, practices, and procedures related to providing accessible customer service, including:
  - Support persons.
  - Service animals.
  - Assistive devices.
  - Formats of documents.
  - Service disruption.
  - Feedback process.
  - Training.
- Implementing training for all existing employees.
- Implementing training for volunteers and relevant contractors.
- Implementing training for any new employees, volunteers, and relevant contractors.
- Ensuring feedback processes are accessible.
- Make all documents related to the Customer Service Regulation available to the public upon request.

The above actions will be completed and implemented by December 31, 2011.

\(^{22}\) Ontario Regulation 429/07
Releasing the Accessibility Plan to the Public

The 2011 Accessibility Plan is released to the public in a variety of ways:

- Advertisements in the newspaper where interested citizens can request copies of the plan.
- Mail-outs to local agencies.
- The Region of Waterloo’s website.

While the Region of Waterloo is releasing the 2011 Accessibility Plan, the act of identifying, preventing, and removing barriers is an ongoing activity. Feedback on the accessibility of sites and services at the Region of Waterloo is always welcome. For more information, please contact:

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Council and Administrative Services
150 Frederick St, 2nd Floor
Kitchener, ON N2G 4J3

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TTY: 519-575-4608
Email: access@regionofwaterloo.ca

The 2011 Accessibility Plan is available in alternate formats such as electronic copy, text only, and plain language summary. Requests for other formats are considered. To request an additional format please contact the Social Planning Associate above.
Appendix A
Regional Responsibilities under the Ontarians with Disabilities Act, 2001 and the Accessibility for Ontarians with Disabilities Act, 2005

**Ontarians with Disabilities Act**\(^{23}\)
Under the Ontarians with Disabilities Act, 2001, applicable municipalities must:
- Prepare an annual accessibility plan.
- Seek advice from an Accessibility Advisory Committee.

Annual accessibility plans must:
- Include the identification, removal, and prevention of barriers for people with disabilities in by-laws, policies, programs, practices, and services.
- Report on measures taken to identify, prevent, and remove barriers.
- Report on measures intended to be taken to identify, prevent, and remove barriers.
- Be made available to the public.

**Accessibility for Ontarians with Disabilities Act, 2005**\(^{24}\)
Under the Accessibility for Ontarians with Disabilities Act, 2005, applicable municipalities must:
- Comply with standards once developed.
- File an accessibility report.
- Make the accessibility report available to the public.
- Seek advice from an Accessibility Advisory Committee.

Under the Accessibility Standards for Customer Service\(^{25}\), applicable organizations must:
- Establish policies, practices, and procedures on providing goods or services to people with disabilities.
- Use reasonable efforts to ensure policies, practices, and procedures are consistent with the principles of independence, dignity, integration, and equality of opportunity.
- Establish policies on allowing people to use their own assistive devices to access goods and services, and about any other measures offered to enable them to access goods and services.
- Communicate to a person with a disability in a way that takes into account his or her disability.
- Allow people with disabilities to be accompanied by their guide dogs or service animal when accessing goods or services, unless excluded by law.

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\(^{23}\) *Ontarians with Disabilities Act, 2001*, S.O. 2001, c. 32.
\(^{24}\) *Accessibility for Ontarians with Disabilities Act, 2005*, S.O. 2005, c.11.
\(^{25}\) Ontario Regulation 429/07.
• Allow people with disabilities to bring a support person when accessing goods or services.
• Provide prior notification of any charges applicable to support persons.
• Provide notice when facilities or services that people with disabilities rely on to access good or services are temporarily disrupted.
• Train staff, volunteers, and relevant third party contractors on the policies, practices, and procedures related to providing accessible customer service, and on the Customer Service Standard.
• Establish a feedback process for people to provide feedback on how goods or services are provided to the public, and make information on the feedback process available to the public.
• Document all policies, practices, and procedures on providing accessible customer service in writing.
• Notify customers that documents required under the standard are available upon request.
• Provide documents required for the standard in a format that takes into account a person's disability.
Appendix B
Region of Waterloo Accessibility Operating and Planning Principles

Approved by the AODA/ODA Steering Team, 2003.
Last revised: August 19, 2010.

Operating Principle:
“The Regional Municipality of Waterloo will continuously strive toward achieving an environment that is free of barriers for individuals with disabilities consistent with our requirements under the Ontarians with Disabilities Act, 2001 and the Accessibility for Ontarians with Disabilities Act, 2005”.

Planning Principles:

- All Departments of the Region of Waterloo will participate in the improvement of accessibility to sites and services.
- Accessibility will be considered with regard to both the public and Regional employees.
- Accessibility plans will reflect available resources: human, capital, and financial.
- Barrier identification, prevention, and removal activities will follow consistent best practices across Departments of the Region of Waterloo through the use of provincial standards and specifically developed tools.
- The Region of Waterloo will identify, prevent, and remove barriers for people with disabilities based on the six barrier categories described in the ODA and AODA (i.e. physical, architectural, information/communication, attitudinal, technological, policy/practice related).
- Actions to improve accessibility will take into consideration the principles of Universal Design, which allow for the design of products and environments that will be useable by all people, to the greatest extent possible, without the need for adaptation or specialized design.
- The Region of Waterloo will work in cooperation with the area municipalities and other participating agencies in consideration of common interests.
- While developing and implementing the Accessibility Plan, the Region of Waterloo will take into consideration advice received from its Accessibility Advisory Committees, the public and Regional employees. Regional Council will consider the Plan for approval.
Appendix C
Overview of Services Provided by the Region of Waterloo

Chief Administrator’s Office
- Emergency Management.
- Corporate Communications.
- Internal Audit.
- Strategic planning and strategic initiatives.

Corporate Resources
- Facilities, fleet, computer and communications infrastructure.
- Council support and corporate governance.
- Legal, real estate, licensing and By-law Enforcement services.
- Provincial Offences Court prosecution and administration.
- Information and telephone systems, energy management, information management and printing and publishing services.
- Citizen services, accessibility planning, public access to information, and corporate archives.

Finance
- Financial, accounting, treasury, payroll, accounts receivable, accounts payable, and stores.
- Corporate purchasing services to all departments and external agencies of the Region of Waterloo.
- Budget coordination; annual credit rating.
- Corporate performance measurement.
- Risk management/insurance.
- Property tax policy.
- Housing provider payments.
- All long term financing for the Region of Waterloo and Area Municipalities.
- Grants to arts, culture, community, and economic development organizations.
- Grant claims to senior levels of government.
- Development charge collection and administration.
- Financial reporting – annual audit, internal and external reporting.

Human Resources
- Attracting, developing and retaining effective and dynamic employees.
- Providing a comprehensive range of innovative human resources programs and services including Return to Work Programs, Benefits Administration, Employee Wellness, and Organizational Development and Design.
- Labour Relations services.
- Health and Safety programming and consulting advice.
- Employee Fitness Centres.
Planning Housing and Community Services

- Community planning and growth management.
- Regional Official Plan.
- Development review and local municipal approval roles.
- Environmental planning and stewardship.
- Regional forest management.
- Community Housing Administration and Affordable Housing Strategy
- Transportation planning and corridor control.
- Grand River Transit Planning.
- Transportation demand management.
- Regional Transportation Master Plan, Cycling Master Plan, and Active Transportation Master Plan.
- Planning information and research, and growth forecasting.
- Digital and customized mapping.
- Region of Waterloo Library (serving four Townships).
- Cultural heritage.
- Museums: Region of Waterloo Museum, Doon Heritage Crossroads, Joseph Schneider Haus, McDougall Cottage.

Public Health

- Clinics- Immunization (e.g., influenza), HIV testing, International Travel, Sexual Health, Sexually Transmitted Infections, Dental Health.
- Disease surveillance and health status reporting to the public.
- Communicable disease control and environmental health (management of cases, outbreaks, health hazards and the human health impacts of environmental problems).
- Emergency preparedness and response (e.g., Pandemic Influenza Planning).
- Health promotion and awareness initiatives (e.g., injury prevention, tobacco use prevention, healthy eating and active living, preconception health, healthy child development, community engagement, policies to prevent illness and promote health).
- Healthy Babies, Healthy Children.
- Emergency Medical Services (Land ambulance).

Social Services

- Overall Planning of the local child care system, including special needs resourcing.
- Five child care centres and a licensed home child care program.
- Financial assistance with child care costs.
- Infant and Child Development Program.
- Social Assistance (Ontario Works).
- Sunnyside Long Term Care Home.
- Sunnyside Supportive Housing.
- Seniors Wellness Centre.
- Three Employment Ontario Centres.
- Community Alzheimer Programs.
Administration of provincial & federal homelessness programs.
National Child Benefit Program (Community Outreach Project, New Project Development Fund).

**Transportation and Environmental Services**
- Water Supply and Wastewater Treatment.
- Water Distribution and Wastewater Collection in Wellesley and North Dumfries.
- Waterloo Landfill Site and Transfer Stations, Blue Box and Materials Recycling, and Garbage Collection.
- Grand River Transit including MobilityPLUS.
- Region of Waterloo International Airport.
- Rapid Transit Initiative.
- Regional Roads and Traffic Signals.
- Design and construction of all Regional engineering projects such as roads, bridges, water treatment plants etc.

**The Waterloo Regional Police Service**
The Waterloo Regional Police Service (WRPS) is responsible for providing policing services to the citizens of Waterloo region. The WRPS is a community stakeholder with a strong connection to the Region of Waterloo and Regional Council. WRPS is an “arms length service” to the Region of Waterloo which means the service is associated and receives funding from the Region of Waterloo, but the governance of the WRPS is the responsibility of the Waterloo Regional Police Services Board. It is the Board’s responsibility to ensure citizens receive effective policing services.
## Appendix D
Status Updates on Actions in 2010

### Policy/Practice/Attitudinal

<table>
<thead>
<tr>
<th>Action Description</th>
<th>Status</th>
<th>Variance</th>
<th>Actual Completion Date</th>
<th>Lead</th>
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</thead>
<tbody>
<tr>
<td>Facilitated the implementation of accessibility planning across the corporation including: developed and released to public annual plans; participated in the strategy to comply with AODA standards, supported Regional staff; and communicated with key stakeholders internally and externally.</td>
<td>Complete</td>
<td></td>
<td>December, 2010</td>
<td>Corporate Resources: Council and Administrative Services</td>
</tr>
<tr>
<td>Implemented four Abilities Awareness panel discussions for staff, featuring members of the community to share experiences and perspectives on the following topics: Serving customers with disabilities; Children and youth with disabilities; Aging and disabilities; and, Invisible disabilities.</td>
<td>Complete</td>
<td>NEW ITEM</td>
<td>June, 2010</td>
<td>Corporate Resources: Council and Administrative Services</td>
</tr>
<tr>
<td>Action Description</td>
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<tr>
<td>Developed and implemented and in-depth Abilities Awareness training, focusing on accessible customer service, for staff at Joseph Schneider Haus and McDougall Cottage.</td>
<td>In Progress</td>
<td>Some full-time staff have been trained and preliminary discussions have been held with costumed on-site staff. To be complete in the spring of 2011.</td>
<td></td>
<td>Planning, Housing, and Community Services: Community Services</td>
</tr>
<tr>
<td>Developed and implemented a full day certificate training program, combining policy and procedure review and experiential activities to increase awareness of barriers in the built environment for people with disabilities, for Regional staff and contractors who work with building design, road design, maintenance, and construction.</td>
<td>In Progress</td>
<td>To be complete in January, 2011.</td>
<td></td>
<td>Planning, Housing, and Community Services: Transportation Planning</td>
</tr>
<tr>
<td>Developed the GRT Mobility PLUS Transit Services Business Plan.</td>
<td>In Progress</td>
<td>NEW ITEM: Currently developing the scope for the new plan. New plan anticipated to be complete in June, 2011.</td>
<td></td>
<td>Planning, Housing, and Community Services: Transportation Planning</td>
</tr>
<tr>
<td>Action Description</td>
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<tr>
<td>Invited a guest speaker for the Public Health general staff meeting to increase staff awareness of the four ODA barrier area types and share survey tools available for use. Organized a presentation from Facilities staff to provide an overview of Facilities’ three-year plan to bring Regional facilities up to accessibility standards.</td>
<td>Complete</td>
<td></td>
<td>December, 2010</td>
<td>Public Health: Central Resources</td>
</tr>
<tr>
<td>Acquired and responded to requests related to data from the 2006 Participation and Activity Limitation Survey from Statistics Canada. Increased understanding of data sets available related to activity limitation.</td>
<td>Deferred</td>
<td>Public Health has not purchased PALS data due to resource limitations. Over the past year there have been three requests from the community in which the PALS data would have been beneficial. May pursue purchasing the data through the Community Social Data Strategy consortium.</td>
<td></td>
<td>Public Health: Administration</td>
</tr>
<tr>
<td>Implemented a half day Abilities Awareness training, incorporated into divisional meeting, for staff in Child and Family Health.</td>
<td>Complete</td>
<td>A 90 minute customized training session was held at the December Divisional meeting.</td>
<td>December, 2010</td>
<td>Public Health: Child and Family Health</td>
</tr>
<tr>
<td>Supported Public Health divisions and programs to identify priority populations using the lens of access and equity.</td>
<td>Complete</td>
<td></td>
<td>December, 2010</td>
<td>Public Health: Healthy Living, Planning, &amp; Promotion</td>
</tr>
<tr>
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<tr>
<td>Supported Public Health divisions and programs to use the Accessibility Survey Tool as related to the activities listed in the inter-departmental transportation plan.</td>
<td>Deferred</td>
<td>The inter-departmental transportation plan has been put on hold for the time being.</td>
<td></td>
<td>Public Health: Healthy Living, Planning, &amp; Promotion</td>
</tr>
<tr>
<td>Developed a Corporate Diversity Strategy inclusive of AODA requirements.</td>
<td>In Progress</td>
<td>Funding has been obtained from Citizenship and Immigration Canada Preplanning work is in progress. Steering team has been formed from across the organization.</td>
<td></td>
<td>Regional Chair and CAO’s Office</td>
</tr>
<tr>
<td>Ensured all members of the Child Care Subsidy, Home Child Care, Administration, and Infant and Child Development programs attended a full day in-class Abilities Awareness training.</td>
<td>In Progress</td>
<td>ICDP staff will complete customized training by March 31, 2011. All Child Care Subsidy staff will complete training by December 31, 2010. All Home Child Care staff complete in December, 2010.</td>
<td></td>
<td>Social Services: Children’s Services</td>
</tr>
<tr>
<td>Implemented a nine-month trial expansion of in-house preparation of food products to accommodate children with specialized diets in Regionally operated children’s centres.</td>
<td>Complete</td>
<td></td>
<td>October, 2010</td>
<td>Social Services: Children’s Services</td>
</tr>
<tr>
<td>Implemented annual review of inclusive practices in Children’s Centres, using an environmental rating scale designed for inclusive early childhood settings.</td>
<td>In Progress</td>
<td>Will be continuing with more in-depth review and using tools.</td>
<td>Phase 1 completed in June, 2010</td>
<td>Social Services: Children’s Services</td>
</tr>
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</tr>
<tr>
<td>Reviewed current practices and developed protocols for tracking child development, including ongoing classroom observation to ensure the curriculum is supporting each child’s needs in directly operated children’s centres.</td>
<td>In Progress</td>
<td></td>
<td>Ongoing</td>
<td>Social Services: Children’s Services</td>
</tr>
<tr>
<td>Hired a new Customer Service position to help implement travel training program for people with disabilities.</td>
<td>Complete</td>
<td>Hiring Travel Trainer in process but delayed due to reorganization. Travel training started by existing staff January, 2010.</td>
<td>October, 2010</td>
<td>Transportation and Environmental Services: Grand River Transit</td>
</tr>
<tr>
<td>Amended the MobilityPLUS eligibility application and registration process for new categories of eligible registrants.</td>
<td>Complete</td>
<td>Also created new application for Commuter Bus Service.</td>
<td>May, 2010</td>
<td>Transportation and Environmental Services: Grand River Transit</td>
</tr>
<tr>
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<tr>
<td>Continued professional development in customer service for Waste Management staff, to enhance sensitivity to all residents and particularly residents with disabilities.</td>
<td>In Progress</td>
<td>Customer Service professional development has been incorporated into every staff meeting. This initiative has been reviewed and found to be very valuable, and is now an ongoing initiative.</td>
<td>Ongoing</td>
<td>Transportation and Environmental Services: Waste Management</td>
</tr>
<tr>
<td>Requested and reviewed customer service protocols with our external waste collection contractors to assess accessibility.</td>
<td>Complete</td>
<td></td>
<td>March, 2010</td>
<td>Transportation and Environmental Services: Waste Management</td>
</tr>
<tr>
<td>Trained WRPS staff in accessibility and accessible customer service.</td>
<td>Complete</td>
<td>NEW ITEM</td>
<td>December, 2010</td>
<td>Waterloo Regional Police Services</td>
</tr>
<tr>
<td>Developed best practices to ensure the full participation of individuals with disabilities at meetings and workshops.</td>
<td>Deferred</td>
<td>To be completed by December, 2011.</td>
<td></td>
<td>Waterloo Regional Police Services</td>
</tr>
</tbody>
</table>
## Information/Communication

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<tr>
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</thead>
<tbody>
<tr>
<td>Ensured the statement “alternate format available upon request” is included on Finance information documents and web postings.</td>
<td>Complete</td>
<td>ude with the development of the new Region of Waterloo Library web site and catalogue enhancements, so that search terms are clear and consistent, and user-friendly. To be complete in the spring, 2011.</td>
<td>March, 2010</td>
<td>Finance</td>
</tr>
<tr>
<td>Researched options for making it easy for people to find what they want at the Library, such as using common and clear language terms, and accessible, user-friendly signage.</td>
<td>In Progress</td>
<td>This work is being completed in conjunction with the</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Planning, Housing and Community Services: Community Services</td>
<td></td>
</tr>
<tr>
<td>Incorporated accessibility into the design of print and audio visual materials, such as way-finding guides, in the new Waterloo Region Museum (WRM).</td>
<td>Complete</td>
<td>Visitor Guide being translated into Braille and large print formats.</td>
<td>October, 2010</td>
<td>Planning, Housing and Community Services: Community Services</td>
</tr>
<tr>
<td>Created alternate formats of the WRM floor plan and living history village site map.</td>
<td>Complete</td>
<td>NEW ITEM</td>
<td>October, 2010</td>
<td>Planning, Housing and Community Services: Community Services</td>
</tr>
<tr>
<td>Created accessible website design for WRM.</td>
<td>Complete</td>
<td>NEW ITEM</td>
<td>September, 2010</td>
<td>Planning, Housing and Community Services: Community Services</td>
</tr>
<tr>
<td>Updated and reprinted WRM Guide to Access for Visitors with Disabilities.</td>
<td>Complete</td>
<td>NEW ITEM</td>
<td>September, 2010</td>
<td>Planning, Housing and Community Services: Community Services</td>
</tr>
<tr>
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<tr>
<td>Designed new brochures for Joseph Schneider Haus, using Accessibility Survey Tool Guidelines.</td>
<td>Deferred</td>
<td>Photography planned after construction of wash house. Wash Haus construction delay has pushed back this project. Anticipated to be complete Fall, 2011.</td>
<td></td>
<td>Planning, Housing and Community Services: Community Services</td>
</tr>
<tr>
<td>Designed brochures of McDougall Cottage, using the Accessibility Survey Tool Guidelines.</td>
<td>Deferred</td>
<td>This will be accomplished in tandem with Joseph Schneider Haus redesign to maximize resources.</td>
<td></td>
<td>Planning, Housing and Community Services: Community Services</td>
</tr>
<tr>
<td>Developed and implemented an ODA meeting preparation checklist to the Public Health Policy Manual, to cover items that should be included when preparing for a meeting, and ensure that staff have access to the appropriate facilities or equipment for citizens attending with disabilities.</td>
<td>Complete</td>
<td></td>
<td>December, 2010</td>
<td>Public Health: Central Resources</td>
</tr>
<tr>
<td>Modified documents, including forms and letters, to include: a) TTY number b) notice that document is available in alternative formats c) notice to advise if ASL interpreter is required to contact (phone number) to arrange d) wheelchair symbol, to communicate offices are wheelchair accessible.</td>
<td>Complete</td>
<td></td>
<td>December, 2010</td>
<td>Social Services; Children’s Services</td>
</tr>
<tr>
<td>Action Description</td>
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<tr>
<td>Ensured Children’s Services website contains the following information on the main page: a) wheelchair logo and information that offices/buildings are accessible  b) that all documents on the website and available to the public are available in alternative formats upon request c) TTY logo and numbers for both Waterloo and Cambridge.</td>
<td>Complete</td>
<td></td>
<td>August 2010</td>
<td>Social Services; Children’s Services</td>
</tr>
<tr>
<td>Ensured TTY information is included on all business cards.</td>
<td>In Progress</td>
<td>In Progress for the Child Care Subsidy and the Infant and Child Development Program</td>
<td></td>
<td>Social Services; Children’s Services</td>
</tr>
<tr>
<td>Revised print materials for Infant Development program when reprinting is needed, (such as brochures) to include the availability of TTY.</td>
<td>In Progress</td>
<td>In Progress for the Infant and Child Development Program.</td>
<td></td>
<td>Social Services; Children’s Services</td>
</tr>
<tr>
<td>Installed dedicated TTY phone line. Ensured business cards for staff have TTY number on them.</td>
<td>In Progress</td>
<td>TTY lines are in place and staff are being notified. Business cards to be updated as new cards are ordered.</td>
<td></td>
<td>Services: Employment and Income Support</td>
</tr>
<tr>
<td>Developed an implementation plan for bus stop announcements based on the results of the Job Safety Analysis.</td>
<td>In Progress</td>
<td>Job Safety Analysis has been finalized and the results were communicated to relevant parties in September, 2010. Automated bus stop announcements have expanded as per the technology item on page 46 .</td>
<td></td>
<td>Social</td>
</tr>
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<td></td>
<td>Transportation and Environmental Services: Grand River Transit</td>
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<tr>
<td>Improved meeting room booking process to a) include information regarding accommodations; b) train staff on accessibility features of multi-media equipment available for the meeting rooms; and c) ensure appropriate process for unplanned service disruption notifications.</td>
<td>Complete</td>
<td></td>
<td>February, 2010</td>
<td>Transportation and Environmental Services: Waste Management</td>
</tr>
<tr>
<td>Reviewed communication materials to ensure TTY number is incorporated into Waste Management’s literature, including website.</td>
<td>In Progress</td>
<td>Website review and update will ensure TTY number is incorporated into website. Anticipated to be complete early 2011.</td>
<td></td>
<td>Transportation and Environmental Services: Waste Management</td>
</tr>
<tr>
<td>Reviewed the physical production of WRPS print materials for aspects such as colour, font, layout and finish.</td>
<td>In Progress</td>
<td>Business cards have been reviewed. Other print materials will be reviewed in 2011.</td>
<td></td>
<td>Waterloo Regional Police Services</td>
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</table>
### Physical/Architectural

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<tr>
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<tbody>
<tr>
<td>Completed items in the 2010 Accessibility Capital Plan based on deficient components noted using the physical/architectural survey tool at Regional facilities. Typical components included installing automatic door openers, washroom upgrades and modifying millwork/service counters for accessibility purposes.</td>
<td>Deferred</td>
<td>Specifications for components in the 2010 Accessibility Capital Plan are specifically addressed in the pending release of the Accessible Built Environment Standard (ABES). To avoid further alterations the work is currently on hold until the final version of the ABES is released.</td>
<td></td>
<td>Corporate Resources: Facilities</td>
</tr>
<tr>
<td>Conducted annual review of bus stop environment. Recommended changes, such as improving sidewalk links and constructed concrete landing pads to improve accessibility. Undertook minor repairs directly.</td>
<td>Complete</td>
<td></td>
<td>December, 2010</td>
<td>Planning, Housing and Community Services: Transportation Planning</td>
</tr>
<tr>
<td>Incorporated accessibility into the design of the new Waterloo Region Museum through consultation with the Grand River Accessibility Advisory Committee and the Region of Waterloo's Accessibility Survey Tool.</td>
<td>Complete</td>
<td></td>
<td>May, 2010</td>
<td>Planning, Housing and Community Services: Community Services</td>
</tr>
<tr>
<td>Incorporated accessibility into the design of exhibits in the new Waterloo Region Museum.</td>
<td>In Progress</td>
<td>Opening of exhibits planned for late 2011.</td>
<td></td>
<td>Planning, Housing and Community Services: Community Services</td>
</tr>
<tr>
<td>Action Description</td>
<td>Status</td>
<td>Variance</td>
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</tr>
<tr>
<td>Designed and installed a ramp for front entry at Joseph Schneider Haus, and installed railing on stairwell to basement.</td>
<td>Complete</td>
<td></td>
<td>August, 2009</td>
<td>Planning, Housing and Community Services: Community Services</td>
</tr>
<tr>
<td>Repainted accessible parking space indicators at Joseph Schneider Haus. Ensured parking lot is cleaned up after construction.</td>
<td>In Progress</td>
<td>Signs marking accessibility parking spaces have been installed rather than surface logos repainted. To be complete in the spring of 2011.</td>
<td></td>
<td>Planning, Housing and Community Services: Community Services</td>
</tr>
<tr>
<td>Installed automatic door openers on inner door at Joseph Schneider Haus.</td>
<td>Deferred</td>
<td>To be complete in the spring of 2011.</td>
<td></td>
<td>Planning, Housing and Community Services: Community Services</td>
</tr>
<tr>
<td>Installed Hearing Assistance System in Waterloo Region Museum theatre; transmitters are available for loan to visitors.</td>
<td>Complete</td>
<td>NEW ITEM</td>
<td>August, 2010</td>
<td>Planning, Housing and Community Services: Community Services</td>
</tr>
<tr>
<td>Painted an Accessibility marker on parking space (road surface) near Elmira branch library, increasing the visibility of the space for drivers.</td>
<td>Complete</td>
<td>NEW ITEM</td>
<td>July, 2010</td>
<td>Planning, Housing and Community Services: Community Services</td>
</tr>
<tr>
<td>Installed automatic door openers at washrooms in living history village.</td>
<td>Complete</td>
<td>NEW ITEM</td>
<td>May, 2010</td>
<td>Planning, Housing and Community Services: Community Services</td>
</tr>
<tr>
<td>Increased parking at Waterloo Region Curatorial Centre for people with disabilities, from one accessible space to two.</td>
<td>Complete</td>
<td>NEW ITEM</td>
<td>August, 2010</td>
<td>Planning, Housing and Community Services: Community Services</td>
</tr>
<tr>
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</tr>
<tr>
<td>Added accessible parking spaces for tenants and visitors at 125 Champlain Blvd. Cambridge housing buildings.</td>
<td>Complete</td>
<td></td>
<td>August, 2010</td>
<td>Planning, Housing and Community Services: Housing</td>
</tr>
<tr>
<td>Created two new accessible parking spaces at 10 Westgate Crt, Cambridge housing buildings. Converted two existing parking spaces to accessible parking.</td>
<td>Complete</td>
<td></td>
<td>October, 2009</td>
<td>Planning, Housing and Community Services: Housing</td>
</tr>
<tr>
<td>Reviewed the emergency alarm system in the Waterloo Clinic Office and the Cambridge Clinic Office to ensure accessibility for individuals who are deaf, deafened or hard of hearing.</td>
<td>Deferred</td>
<td>Currently researching costs for visible alarm systems.</td>
<td></td>
<td>Public Health: Communicable Disease, Dental and Sexuality Resource</td>
</tr>
<tr>
<td>Conducted best practice research regarding accessible community garden. Developed a physical accessibility checklist (i.e. raised beds, path widths etc) and built new partnerships.</td>
<td>In Progress</td>
<td>Best practices report was created and presented to GRAAC in April, 2010.</td>
<td></td>
<td>Public Health: Healthy Living, Planning, &amp; Promotion</td>
</tr>
<tr>
<td>Reflected accessibility guidelines in the design and construction of the Christopher Children’s Centre.</td>
<td>Complete</td>
<td></td>
<td>October, 2010</td>
<td>Social Services: Children’s Services</td>
</tr>
<tr>
<td>Designed and installed an accessible Coffee Bar in the Sandhills Café.</td>
<td>Complete</td>
<td></td>
<td>May, 2010</td>
<td>Social Services: Sunnyside</td>
</tr>
<tr>
<td>Action Description</td>
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<tr>
<td>Made accessibility and safety improvements to outdoor courtyards and patios, including installing guards and possibly re-grading.</td>
<td>Complete</td>
<td>Did not install guarding. Re-graded the planted areas. Installed reflectors at curb drop offs.</td>
<td>May, 2010</td>
<td>Social Services: Sunnyside</td>
</tr>
<tr>
<td>Increased the door width to the hairdressing shop to provide more inclusive access.</td>
<td>Deferred</td>
<td>Developed alternate means to provide service to resident with larger wheelchair. Will research increasing the door width in 2011.</td>
<td></td>
<td>Social Services: Sunnyside</td>
</tr>
<tr>
<td>Expanded the Commuter Bus Service Project to include one additional agency.</td>
<td>Complete</td>
<td>Three additional agencies have been added.</td>
<td>May, 2010</td>
<td>Transportation and Environmental Services: Grand River Transit</td>
</tr>
<tr>
<td>Renovated public areas within the Water Services Lab to improve accessibility. Improvement areas included: main entrance, washroom, door handles, and automatic door openers.</td>
<td>Complete</td>
<td>Automatic door openers installed at rear entrance; accessible parking space has been designated; coat hooks, door hardware, and faucets are</td>
<td>September, 2010</td>
<td>Transportation and Environmental Services: Water Services</td>
</tr>
</tbody>
</table>
### Technological

<table>
<thead>
<tr>
<th>Action Description</th>
<th>Status</th>
<th>Variance</th>
<th>Actual Completion Date</th>
<th>Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Redesigned the primary Regional websites (Public Health, Social Services, GRT and the Main site) with Level 2 accessibility compliance.</td>
<td>In Progress</td>
<td>The Region of Waterloo’s websites are being developed based on the content management system provided by eSolutions, rather than Sharepoint. The websites are scheduled to launch early 2011, and will be WCAG Level 2.0 Priority AA compliant.</td>
<td></td>
<td>Corporate Resources: Information Technology Services</td>
</tr>
<tr>
<td>Implemented Bibliocommons to ensure the library website and online catalogue are accessible.</td>
<td>In Progress</td>
<td>Bibliocommons and other catalogue enhancements are under review, and the new Region of Waterloo Library web site is under development. W3C standards for accessible web sites will be part of the new web site. To be completed in the spring of 2011.</td>
<td></td>
<td>Planning, Housing and Community Services: Community Services</td>
</tr>
<tr>
<td>Investigated adaptive technology for accessing information and communication in at least one Regional Library branch (e.g., JAWS screen reader, voice recognition software, mouse alternatives for persons with physical disabilities).</td>
<td>Deferred</td>
<td>This will be part of a Community Access Project (CAP) worker’s responsibilities under a CAP grant, if successful.</td>
<td></td>
<td>Planning, Housing and Community Services: Community Services</td>
</tr>
</tbody>
</table>

Deferral
<table>
<thead>
<tr>
<th>Action Description</th>
<th>Status</th>
<th>Variance</th>
<th>Actual Completion Date</th>
<th>Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developed community based access points to employment services via the internet such as: training and employment opportunities and writing and posting resumes.</td>
<td>In Progress</td>
<td>Implementation plan being finalized. Will identify test community in early Fall. Pilot to be in place by December, 2010.</td>
<td></td>
<td>Social Services: Employment and Income Support</td>
</tr>
<tr>
<td>Explored the use of Adobe Data Reader, a free software package which can save data to be read out loud electronically by the user.</td>
<td>Discontinued</td>
<td>N/A</td>
<td></td>
<td>Social Services: Social Planning, Policy, and Program Administration</td>
</tr>
<tr>
<td>Expanded technology to allow Transit to announce and display bus stops on all buses 12 years of age or younger, resulting in 90% of the conventional Transit fleet being equipped with the technology.</td>
<td>In Progress</td>
<td>Installations are complete as scheduled. 75% of the fleet is equipped with technology. Defect corrections and adjustments are ongoing. The remaining fleet will be completed on a go forward basis, subject to budget approval. All future new buses to be equipped with the technology.</td>
<td></td>
<td>Transportation and Environmental Services: Grand River Transit</td>
</tr>
<tr>
<td>Enhanced the WRPS webpage to Level 2 accessibility compliance.</td>
<td>In Progress</td>
<td>A web design consultant has been hired and is in the process of enhancing the Service’s Webpage accessibility. Work to continue into 2011.</td>
<td></td>
<td>Waterloo Regional Police Services</td>
</tr>
</tbody>
</table>
Appendix E
General Definitions

Accessibility 26
Accessibility means that the ability of people with disabilities will be enhanced to have equal access to opportunities, live independently and contribute to the community. To be sustainable, accessibility must have long term viability as part of the institution’s systems and culture.

Accessibility Advisory Committee (AAC)
An AAC refers to an Accessibility Advisory Committee that is created according to the ODA. More than 50% of this committee must be individuals with disabilities according to the Act. The duty of the committee is to advise municipal council each year about the preparation, implementation and effectiveness of its accessibility plan.

Accessibility Survey Tool
The Region of Waterloo’s Accessibility Survey Tool is a checklist that provides best practice guidelines for staff to remove barriers in four key areas: physical/ architectural, communication methods, policy/ practice/ attitudinal and technology. The tool has been developed based on community feedback, resources from disability organizations, best practices and existing accessibility standards.

Barrier 27
A barrier is anything that prevents a person with a disability from fully participating in all aspects of society because of his or her disability, including a physical barrier, an architectural barrier, information or communications barrier, an attitudinal barrier, a technological barrier, a policy or a practice.

An example of each of the different kinds of barriers is shown below:

<table>
<thead>
<tr>
<th>Category</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical</td>
<td>A doorknob that cannot be operated by a person with limited upper-body mobility and strength.</td>
</tr>
<tr>
<td>Architectural</td>
<td>A hallway or door that is too narrow for a wheelchair or scooter.</td>
</tr>
<tr>
<td>Information</td>
<td>Typefaces in reports or on the website that are too small to be read by a person with low-vision.</td>
</tr>
<tr>
<td>Communication</td>
<td>Sign language interpretation is not available at public meetings.</td>
</tr>
<tr>
<td>Attitudinal</td>
<td>A receptionist assumes an individual in wheelchair is not intelligent.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Technological</th>
<th>A paper tray on a laser printer that requires two strong hands to open.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy/Practice</td>
<td>A practice of not allowing job applicants an opportunity to complete job testing in alternate formats.</td>
</tr>
</tbody>
</table>

**Disability**

The ODA adopts the broad definition for disability that is set out in the Ontario Human Rights Code.

A “disability” is:
(a) Any degree of physical disability, infirmity, malformation or disfigurement caused by bodily injury, birth defect or illness and includes, but is not limited to:
- Diabetes mellitus;
- Epilepsy;
- A brain injury;
- Any degree of paralysis;
- Amputation;
- Lack of physical co-ordination;
- Blindness or visual impediment.
- Deafness or hearing impediment.
- Muteness or speech impediment;
- Physical reliance on a guide dog or other animal, or on a wheelchair or other remedial appliance or device.
(b) A condition of mental impairment or a developmental disability;
(c) A learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language;
(d) A mental disorder; or
(e) An injury or disability for which benefits were claimed or received under the insurance plan established under the Workplace Safety and Insurance Act, 1997.

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Appendix A

Summary of Feedback on the Region of Waterloo’s 2011 Accessibility Plan from the Grand River Accessibility Advisory Committee
October 28, 2010

Below is a summary of the feedback provided by the Grand River Accessibility Advisory Committee:

- When implementing all of the accessibility focus areas, be as inclusive as possible and use the principles of universal design.
- The existing teletypewriter (TTY) system needs to be improved.
- It is best to have a single TTY number rather than several TTY numbers across the Region of Waterloo.
- The use of clear language on the Region of Waterloo’s website is important. Making websites easy to navigate and easy to understand will help a number of people, not just people with disabilities.
- Avoid aiming for a specific standard for website accessibility (e.g. WCAG 2.0 AA) because this standard will become out of date as newer technology is developed.
- When asking the public for feedback on services, consider how people who may have difficulty making themselves understood can provide meaningful feedback. Use multiple methods to gather feedback.
- Feedback needs to go directly to the person who can take action on it.
- Explore new technologies for citizens to provide feedback.
- It is important to provide consistent communication regarding fees and process for support persons.
- Use caution when including support persons and service animals in the same focus topic. Suggest rewording the title of this topic to “Processes for supporting people with disabilities with support persons and with service animals.”
- The public needs to be educated that service animals are allowed anywhere the public is allowed.
- Providing American Sign Language (ASL) interpreters is critical for public participation of people who are Deaf, deafened, and hard of hearing.
- When hiring ASL interpreters, consider implementing hiring standards to ensure interpreters are qualified to give accurate interpretations.
- Remember ASL is a distinct language, and many people who use ASL have English as a second language.
- It is important to let the public know where to find up-to-date information on service disruption notifications.
- Consider the ways that people who face different barriers access Police services, such as how to use handcuffs on people who communicate using ASL. Focus on inclusive access.
- Clearly document how and when Waterloo Regional Police Services staff will be trained on providing accessible services.
TO: Chair Tom Galloway and Members of the Administration and Finance Committee

DATE: February 15, 2011

FILE CODE: A26-01

SUBJECT: SERVICE STRATEGY UPDATE

RECOMMENDATION:

For Information

SUMMARY:

This report provides an update on the service initiatives undertaken during the past Council term. It also provides a snapshot of the various initiatives anticipated over the next one to two years.

REPORT

Background

The 2007-2010 Corporate Strategic Plan adopted by Council identifies Service Excellence as a key area of focus. This public commitment of Council and senior management indicates the Region of Waterloo’s (“The Region”) intention of fostering a “culture of service excellence”. Throughout the past term of Council, considerable effort from across the organization was put into developing a Service Strategy and related implementation plan. Discussions with staff and the results of public surveys had revealed examples of service excellence at the Region, and service gaps related to consistency in approach and application. A public survey also indicated that while staff was very knowledgeable it was very difficult for the public to know who to contact in order to receive the service. The public has also highlighted a number of specific areas where we can improve service satisfaction.

Service Strategy Framework

To insure that we continue to grow and improve as a service provider and build on our past successes, the Corporate Leadership Team (CLT) and Council have adopted a Service Strategy Framework and related Implementation Plan. This plan was developed collaboratively by a team with representatives from every Department. The purpose of the Strategy and Plan is to renew the service focus and ensure there is an understanding of who we serve, what their needs are and how we can best meet these needs. The overall intent of the Service Strategy is to encourage service innovation, improve collaboration between Departments and ensure consistently high levels of service satisfaction – internally and externally - in all areas of the organization. A copy of the Service Vision is located in Appendix ‘A’ to this report.

Service Commitments were also developed as part of the Service Strategy Framework and were used to develop the behavioural statements based on the Regional Values, and to generally guide development of the various service improvement initiatives. These Commitments can also be found on Appendix ‘A’ attached to this report.

Public Sector Value Chain
The Public Sector Value Chain is the model that provides the foundation for the planned service improvement activities. This has been a key research finding that has been utilized for all aspects of the Service Excellence strategic focus area. The model suggests that engaged and supported staff, combined with an organization-wide focus on service satisfaction builds trust and confidence in the Region as a service provider. Approaching service improvement in this way requires all staff to have a clear understanding of who we serve and what determines their level of service satisfaction. This will also require us to measure satisfaction on an ongoing basis and by undertaking specific actions to address any gaps with a view to continuously improving service satisfaction. The model is attached as Appendix 'B'.

As a result of the research, the work of the Service Strategy is integrated with two other activities which are closely linked to the service improvement initiative; the Employee Engagement Strategy and the behaviours developed for the Region’s Corporate Values. In the case of the latter, care has been taken to reflect the Region’s Service Commitments in the corporate values behaviours, of which Service is one.

**Implementation Plan and Approach**

In order to advance the Service Strategy an implementation approach and plan was prepared.

The approach utilizes a collaborative process, involving all levels of the organization, and the diverse range of the services. To that end, a Steering Team and a Service Network have been established. The Service Strategy Steering Team consists of Directors and Managers from each Department of the Region and provides overall direction, guidance and input into the implementation of the Service Strategy. The Service Network consists of middle management staff and front line employees (approximately 25 people). They provide practical information and advice on service initiatives and as an incubator to develop innovative ideas to improve service. They have instrumental in providing feedback on the various initiatives and have provided essential information for communication activities.

The implementation plan breaks the projects and activities into 4 major, interrelated areas of focus:

- **Building Awareness:** Engaged employees are a cornerstone to building trust and confidence in government. In order to implement the service strategy staff needed to be aware of the service initiative and understand its purpose. We are working to insure that staff at all levels of the organization are engaged in fostering a service culture. With this outcome in mind staff need to see and understand the importance of the Service Strategy and it’s applicability in their own areas. Staff also need to have an appreciation as to what determines service satisfaction in the organization as a whole and their individual program areas.

- **Access:** The public and staff often express concern that it is not easy to figure out how to access our services. We are working to insure that the services we provide can be conveniently accessed by the public through any of the service channels they use; namely, telephone, website, mail, email, and walk-in service at any of the Region’s public facilities. We are also working to insure that our access options are consistent with the diversity of our community.

- **Measurement:** We are asking the people we serve what they want and acting upon it. We are working to develop and implement a range of tools to determine how satisfied the public is with the services the Region provides. Measurement can broadly be broken into 2 component parts, citizen satisfaction and customer/client satisfaction. Citizen satisfaction deals with broad based comments and concepts generally reflected in universal services or the process/access to deliver those services. As an example citizens may have an opinion on transit or the delivery of transit but not use the system. Surveys that are conducted for

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1 Ralph Heintzman and Brian Marson, (2005)
the strategic plan, or general satisfaction surveys on service access would be examples of
citizen satisfaction. Customer/client satisfaction is more pinpointed or direct. Survey
collection would be more focused on the clients/customers that actually used the service.
GRT rider surveys, corporate publishing comment cards would be examples of this type of
customer/client feedback.

- **Support:** If a new approach to delivering service will truly be successful, we need to build it
into our daily practices. A couple of ways this will happen are by embedding new service
expectations into training, performance management, recruitment and selection. It is
important to have the tools, training and resources to provide the best service possible.

**Projects Undertaken 2009-2010**
The following projects were undertaken over the last 2 years.

- "I am Service Video" - This video helped to build awareness of the Service Strategy and the
wide range of service the Region currently provides. This was an internal project focused
on staff.
- Telephone Study: A comprehensive telephone study has been conducted to improve call
handling at the Region, specifically to improve access by phone (easier to get the right
person on the first try), improved follow-up and reporting. Further information on this project
will be coming early 2011.
- Citizen Service Associate: Early in 2010, a third CSA has been placed in the lobby at 150
Frederick St, Kitchener. The range of services provided both to the public and staff are
continually expanding for this program. The CSAs also answer calls for the Region’s
General Inquiry Phone Line (519-575-4400) and e-mails from the General Inquiry E-mail
Box on our website.
- Website: The Region is launching a new external website early 2011. This site has been
redesigned with the user in mind. Users can access information and services in a variety of
intuitive ways. The site will also meet the accessibility requirements of the Accessibility for
Ontarians with Disabilities Act.
- Community A-Z Service List – Participated in an initiative with the area municipalities to
develop a common service list that will be provided on all area websites. This web based
search tool allows individuals to search specific topics and then be directed to the
appropriate website for the information.
- Establish an approach to measuring satisfaction - research was conducted to identify a
comprehensive approach to measuring satisfaction. The Citizen First framework was
adopted for a pilot project. The process will address both internal and external services; will
identify both corporate level and program specific actions for measurement; and will identify
both periodic (e.g. annual) and day to day point of contact measurement tactics for
individual program areas.
- Conducted a pilot to assess satisfaction with internal services in Facilities Management as
the basis for identifying action to improve satisfaction.
- Participated in the Corporate Survey to identify levels of satisfaction at the corporate level.
- Participated in the Citizen Survey in conjunction with the Strategic Plan.
- Worked with HR to provide feedback on: draft leadership characteristics based on service
characteristics and the review of existing training programs from a service perspective e.g.
MLDP, NEOP, and Customer Service training.
- Developed the Service Portal Resource Centre in conjunction with Employee Engagement
and Values. The Service Resource Centre, it has been created to provide a common space
for sharing information, research and successes related to the Service Strategy for all staff.
- Provided input into the development of the RAVE awards program.

**Project Anticipated in 2011**
The following projects are anticipated in the upcoming year.
• Call Handling - Implementation of the recommended telephone study option subject to CLT endorsement and Council approval. Further information on this project will be coming to Committee in the near future.

• Accessibility plans and policies – The AODA and ODA require us to undertake accessibility planning activities. The Customer Service regulations where released during the last term and further work is required on developing consistent approaches for various procedures. Staff is currently focusing on procedures related to service animals, support persons, and service disruptions.  It is also anticipated that further regulations will be released by the Provincial government in 2011. This will result in further required policy development for such things as employment, technology and communications. Compliance reporting will also part of this process.

• Diversity Strategy – Service staff is currently participating in the development of the Region’s Diversity strategy.

• 211 Service – Discussions on 211 commenced in 2009. 211 provides a single point of access for citizen to call for services who have inquiries related to human services such as public health, social services, agency support program etc. It is anticipated that this service will commence this year and staff has been negotiating with Service Ontario and the United Way agencies in the area. A separate report on 211 services will be forthcoming.

• Citizen Survey Analysis - Analyze results from corporate survey, participate in Citizen's First 6; on the basis of both pieces of research, develop and implement an action plan for the organization.

• Develop a corporate wide framework for measuring satisfaction that incorporates corporate level feedback, program level feedback and point of service feedback. This will including piloting the Service framework for an external facing service

• Standard and Targets – develop service standards and target based for the organization based on feedback processes. This could include targets related to response times for telephone or email

• Redesign the current customer service training modules for all staff including management and front line.

• Continue to embed the service satisfaction focus and expectations into staff performance management, recruitment and selection process.

CORPORATE STRATEGIC PLAN:
In its Strategic Plan, the Region identified Focus Area Six: Service Excellence, to “foster a culture of citizen/customer service that is responsive to community needs”. This Focus Area identified a strategic objective to “ensure all Regional programs and services are citizen/customer focused in order to meet the needs and expectations of the community”. To achieve this objective, an action was identified to develop a corporate service strategy and implementation plan. This report provides an update on progress toward that action.

FINANCIAL IMPLICATIONS:
The balance of the capital budget for this initiative will be sufficient to address the general needs of the program. Specific projects may require additional funds for capital and operating and these will be submitted as part of the current and future budget processes.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:
Throughout the course of implementation of the Service Strategy, ongoing consultation occurs with key stakeholders from across the Region. The Corporate Leadership Team receives regular reports on implementation progress and provides their approval for key milestones.

ATTACHMENTS
Appendix A: Service Strategy Framework including Service Commitments.
Appendix A

SERVICE STRATEGY FRAMEWORK

Service Vision
Making a Difference Every Day

The Region of Waterloo will secure the trust, confidence and satisfaction of those we serve by fostering a culture of service excellence where we work collaboratively to provide needed services and a satisfying experience anywhere you go in the organization.

Service Commitment
(our commitment to those we serve)

In working toward service outcomes that benefit individuals and the community as a whole, we will strive for the following in all of our interactions and activities:

- **Service Satisfaction** - we will make what is important to the satisfaction of those we serve our primary focus.
- **Flexibility** – we will accommodate individual circumstances where practical and responsible
- **Consistency** - we will provide a consistent service experience throughout the organization.
- **Caring** - we will treat those we serve with care and understanding.
- **Accessibility** - we will insure access to our services consistent with our diverse community.
- **Consultation** - we will routinely engage the public regarding significant service issues and in assessing service satisfaction.
- **Values Based Action** - we will act in accordance with established corporate values.

Service Implementation Plan Outcomes (how we will fulfill our service commitment)

- Service Focused & Collaborative Leadership
- Engaged, Service Focused Staff
- Accessible, Effective & Efficient Services
- Public Awareness, Engagement and Accountability
Public Sector Value Chain

- Engaged & Supported Employees
- Internal Services
- External Services
- Citizen Service Satisfaction
- Trust & Confidence

Modern and Transformed Government

*Holitzman and Marson 2003*
TO: Chair Tom Galloway and Members of the Administration & Finance Committee

DATE: February 15, 2011

FILE CODE: A20-30 (A)

SUBJECT: WATERLOO REGIONAL POLICE SERVICES NEW NORTH DIVISION DESIGN DEVELOPMENT UPDATE

RECOMMENDATION:

THAT the Regional Municipality of Waterloo approve proceeding with the Construction Tender for the Waterloo Regional Police Services New North Division as described in Report CR-FM-11-03, dated February 15, 2011.

SUMMARY: Nil

REPORT:

Background

The current Waterloo Regional Police Service (WRPS) North Division facility is located at 14 Erb Street West in Waterloo and was originally built as an Insurance Company building in 1878. Police occupied the facility in 1991 and soon outgrew the available space. In 2009, the Region of Waterloo purchased a two acre plot of land, located at 45 Columbia Street East in Waterloo for the future North Division facility.

In April 2010, the firm of Rebanks Pepper Littlewood Architects (RPLA) was hired to provide services throughout the Design and Construction phases of the Project. In a collaborative process, the project team has reviewed and evaluated the program requirements to establish a building configuration that best suits the current and future needs of Police.

This report was endorsed by the WRPS Board on February 9th 2011.

Design Development

The Project Team has worked through the Design Development phase of the project. For an updated site plan and 3-D rendering, please see Appendix A.

The project is being designed to meet minimum LEED® Canada Silver level certification with potential to increase the certification level to LEED® Gold due to the inclusion of the Solar Photovoltaic (PV) system. In 2010, Regional Council approved a separately funded project that involves the installation of Solar PV systems onto new and existing facilities where applicable. The new North Division facility is considered appropriate due to the building's relation to surrounding facilities (no tall buildings on the south side of the property) and can easily incorporate the PV system during the design phase of the project. The 30 kW system will take up approximately 10,000 sf, which is the majority of the main roof space. The Solar Panels will not be easily visible from the street view and therefore will not detract from the overall appearance of the facility. Recently Proposals were received for the Design, Construction and Commissioning of the new North Division PV system. RESCo Energy Incorporated was
selected for the project and their system is being incorporated into the design.

Regional Council also recently approved the initiative to incorporate Green Roofs onto new and existing facilities where justified. Due to the prime location of the new North Division, it was initially a strong candidate for a green roof. This was based on five environmental factors noted in the Green Roof Feasibility Study, which are i) storm water management, ii) reduction of urban heat island effect, iii) provision of green space and connection to natural airborne species, iv) energy efficiency and conservation and v) air pollution reduction. However, not only will several environmental benefits be achieved through practices other than the use of a green roof, the Solar PV system and mechanical roof top systems will monopolize the majority of the main roof space. After working through the Green Roof Assessment Tool (shown in Appendix B) and taking into consideration several other factors, such as the added cost of installation and ongoing maintenance, it was determined that a green roof would not be suitable for this project.

During Schematic Design, it was identified that the proposed parking deck, not originally included in the initial project budget, would likely increase project costs. The project team was asked to investigate potential options for renting neighboring parking through a long term contract, instead of constructing the upper deck. All property owners within the vicinity of the site were contacted but were unable to enter into a long term contract, therefore there is no suitable available parking in the area. The Project Team believes that a parking deck will be required, whether it is within the current project or soon after Police move into the facility. The Project Team has also looked at several other factors concerning the construction of a parking deck in its entirety. These are noted below.

Two separate construction cost estimates have been generated; i) the facility with a parking deck ($1,746,000) and ii) the facility without a parking deck ($1,092,000). A cost difference of $654,000 was identified, if the deck is to be built at the same time as the rest of the project. These prices exclude contractor overheads and contingency. According to the cost estimate, the construction of the parking deck is able to be built within the project budget.

Were the parking deck not initially built but rather built in future as a separate project, the cost premium will be greater than the cost of $654,000 noted above. Some of these additional costs are;

- The General Contractor Overheads will be higher, as it will be a much smaller project.
- Consulting – additional Contract Administration fees.
- Mobilization and Demobilization costs will be paid for a second time.
- Inflation will increase construction costs.
- Temporary rented parking for Police vehicles would have to be paid over several months while the deck is being constructed, and alternate access routes will have to be coordinated.

Constructing the full parking deck will be less expensive and less disruptive to incorporate into the current project, rather than constructing it at a later date.

Routinely, members of staff will be called in from home to manage exigent matters which require quick access to the site. Therefore it would be impractical to be without contingency parking for these emergency situations.

Once the Tender prices have been received with and without the upper deck, the project team will review the overall project costs and make a recommendation on how to proceed. The project team anticipates that the project can be completed within the approved budget.

**Project Cost Estimate for Design Development**

Two separate designs have been developed i) the facility with a parking deck and ii) the facility without a parking deck. Therefore two separate prices will be received during the tender phase...
of the project and a final decision on whether a parking deck should be included in the contract will be recommended prior to tender approval.

A construction cost of $11.56M plus a $950k recommended contingency has been identified through a recent cost estimate.

**Project Cost:**
- Site Acquisition, demolition, environmental testing, feasibility studies: $3,500,000
- Construction Cost: $11,560,000
- Construction Contingency: $950,000
- Consulting, Internal Engineering, Permits and Approvals: $1,550,000
- Ancillary Project Costs (security, ITS, furniture, equipment, etc.): $1,100,000

**Estimated Total Project Cost:** $18,660,000

Less: Appraisal for Proceeds from Sale of Existing North Division $ (3,200,000)

**Estimate Net Project Cost:** $15,460,000

**Schedule:**
The detailed design is expected to be complete and the construction tender issued in March 2011 with construction starting in spring of 2011. Construction of the building g is currently scheduled for completion in summer 2012 with occupancy likely in the fall of 2012.

**CORPORATE STRATEGIC PLAN:**
The actions taken as outlined in this report ensure operational effectiveness and efficiency, by providing adequate facilities to accommodate current policing practices and related staff growth.

The Construction of the WRPS North Division Facility will support Focus Area 5 of the Corporate Strategic Plan: Infrastructure: Provide high quality infrastructure and asset management to meet current needs and future growth.

The project also supports Focus Area 1: Environmental Sustainability: Protect and Enhance the Environment, as the facility will be designed and constructed to meet the LEED® Canada Silver Certification for environmental conservation and energy efficiency per Regional Council Policy.

**FINANCIAL IMPLICATIONS:**
The net approved WRPS Capital program for the development and construction of the new North Division Facility is $15,597,000 ($18,797,000 less estimated proceeds of $3.2 million from the existing North Division) prior to inflation adjustments included in the draft 2011 capital budget and forecast. The estimated costs received to date are within the project budget and include a $950,000 contingency. The project will be funded from Regional Development Charges, debentures and the sale of the existing North Facility and expenditures to date total $3.841 million.

**OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**
Waterloo Regional Police Service Project Team members have reviewed this report and their comments have been incorporated as appropriate. The WRPS Board has reviewed and approved this report.
ATTACHMENTS: Appendix A – Site Plan and 3-D rendering of new North Division
Appendix B – Green Roof Assessment Tool

PREPARED BY: Joanne Leeson, Project Engineer, Facilities Engineering

APPROVED BY: Gary Sosnoski, Commissioner, Corporate Resources
# APPENDIX B - Green Roof Assessment Tool

## Green Roof Assessment Tool

<table>
<thead>
<tr>
<th>Question</th>
<th>(max 20 points)</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1)</td>
<td>Is the proposed roofing project on a new or existing building?</td>
<td>NEW</td>
</tr>
<tr>
<td></td>
<td><em>New building, proceed to question #3</em>&lt;br&gt;<em>Existing building, proceed to question #2.</em></td>
<td></td>
</tr>
<tr>
<td>2)</td>
<td>Can the existing structure support the loads of a green roof?</td>
<td></td>
</tr>
<tr>
<td></td>
<td><em>If YES, proceed to question #3; if NO a green roof is not suitable here</em></td>
<td></td>
</tr>
<tr>
<td>3)</td>
<td>Is there roof area available for a green roof?</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td><em>Score 1 point if 50% - 69% of the roof area is available for a green roof.</em>&lt;br&gt;<em>Score 2 points if 70% - 89% of the roof area is available for a green roof.</em>&lt;br&gt;<em>Score 3 points if ≥90% of the roof area is available for a green roof.</em></td>
<td></td>
</tr>
<tr>
<td>4)</td>
<td>Is the space below the roof heated or cooled?</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td><em>Score 3 points if the building is cooled.</em>&lt;br&gt;<em>Score 1 point if the building is heated.</em></td>
<td></td>
</tr>
<tr>
<td>5)</td>
<td>Is the space below the roof regularly occupied in the summer?</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><em>Score 3 points if YES.</em></td>
<td></td>
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<td>6)</td>
<td>Is the proposed or existing building located in any of the areas of environmental benefit identified as part of the Region of Waterloo Green Roof Feasibility Study?</td>
<td>5</td>
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<td></td>
<td><em>Score 1 point for each overlapping area (max 5 points).</em></td>
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<tr>
<td>7)</td>
<td>Can the environmental benefits identified in question 6 (GRFS maps) be achieved with other less expensive technologies?</td>
<td>2***</td>
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<td><em>Score 1 point if NO for each environmental benefit (max 5 points).</em></td>
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**Total Score (questions 3 - 7)**<br>
*If your total score is <15, a green roof is not suitable for this project*

If your total score is ≥ 15, a green roof may be appropriate for this project subject to evaluation of capital, operating and maintenance cost impacts. For significant projects, the project team will include the results of the review and a recommended approach in a report to Council including a summary of capital and operating cost impacts.

*** (-1) Rain water harvesting system  
(-1) A white reflective roof will reduce the urban heat island effect  
(-1) Energy efficiency will be achieved through the high performance building envelope; 42%–51% below the Model National Energy Code for Buildings.
The Region’s Environmental Sustainability Strategy was approved by Council in May 2009. Since then progress has been made on a number of components from the Strategy’s implementation plan. This report provides a summary overview of this progress and identifies some of the major actions planned in the 2011-2012 timeframe pending budget approval.

Progress on implementation plan

The primary goal of the Sustainability Strategy, as identified in the Region’s Environmental Policy, is to incorporate environmental considerations in our decision-making and to foster community stewardship of the natural environment. A five year implementation plan within the Strategy outlined how staff would integrate the Environmental Strategic Framework across all Regional operations, programs and services. The following list is a summary of achievements to date.

- **Strategy Promotion**
  - Corporate:
    - promotion to all levels of staff through events, orientation brochures for new staff, the employee portal as well as the establishment of an Environmental Champions recognition program for Regional employees demonstrating a commitment to sustainability;
    - launched the new $100,000 Corporate Sustainability Fund in 2010 to support staff originated environmental projects with monies allocated in the past year towards initiatives focussed on corporate waste reduction and reduced greenhouse gases and air emissions;
  - Community:
    - development of an integrated Public Environmental Communications Strategy involving an interdepartmental working group;
    - public promotion via presentations and participation in various events, distribution of fact sheets, print and radio advertising and a sustainability website promoting the Region’s environmental programs and services (approximately 35,000 hits since Strategy approved);

- **Master Planning**
  - Aligned the Environmental Strategic Framework with the new Regional Official Plan and incorporated sustainability criteria for evaluation of options within the Biosolids Master Plan review;

- **Green Purchasing and Waste Management**
- supported development of a draft Green Purchasing resource guide - A proposal to utilize the principles in the Guide with the Region’s purchasing procedures was recently presented to CLT for endorsement;
- began data analysis of the Region’s Corporate Waste production/diversion as part of the process in establishing a reduction target;

➢ Air/Energy
- compiled a draft greenhouse gas (GHG)/air emissions inventory and forecast of the Region’s corporate operations and initiated a multi-departmental emission reduction planning process;
- supported assessment of green energy opportunities to install solar power systems on Regional buildings to take advantage of the province’s Feed-in-Tariff program;
- established strategic partnerships with the Federation of Canadian Municipalities Partners for Climate Protection program and the local non-profit Sustainable Waterloo;

➢ Other
- responded to a number of telephone inquiries and over 100 emails in the sustainability mailbox on a wide variety of environmental topics;
- maintained public reporting of the Region’s established Environmental Progress Indicator database. Some highlights from recent monitoring shows the following trends:
  o Community water consumption, waste reduction and sustainable transportation indicators (e.g. transit ridership) all improved in 2009 over the previous 5 year period;
  o the Region’s corporate natural gas and water consumption for its facilities remained stable in 2009 with a slight improvement since 2004 despite fairly significant growth of Regional facilities during that time;
  o the Region’s corporate electricity consumption increased partially due to this growth

Several of the Environmental Progress Indicators require updated data (e.g. road salt reduction, GHG emissions) whereas there are additional indicators requiring further development. Many indicators also still require targets to be set in order for more meaningful progress tracking. Recommended targets will be developed by staff and brought forward for Council consideration in the future.

**Planned Actions: 2011 - 2012**

Although there are many environmental achievements to celebrate, much work is still required as our community continues to grow in population and the demand for high quality programs and services can have a negative environmental impact if left unchecked. Developing innovative solutions to balance environmental and financial impacts with community needs will require ongoing collaboration amongst staff in program areas such as Water Services, Transportation and Environmental Planning, Waste Management, Finance, Facilities Management and Fleet Services along with GRT, EMS and Police. Specifically, in 2011 and 2012, planned actions include the following:

- **Recommend a corporate GHG action plan and targets which includes approximately 50 quantified actions to be undertaken by staff that reduce emissions from Regional operations – further details to be subject of a report to Council in the March/April 2011 timeframe;**
- **Collaborate with existing and future partners to develop a community scale climate action plan, including an application to the FCM Green Municipal Fund, as part of the Region’s participation in the FCM Partners for Climate Protection program (commencing Spring 2011)**
- **Establish and administer Council’s Community Sustainability Fund for environmental initiatives proposed by community stakeholders (Fall 2011 - subject to budget approval);**
- **Planning and development of a more comprehensive Environmental Procurement program**
Development of a comprehensive education and training program, coupled with ongoing support for the Corporate Sustainability Fund, to assist Regional staff in implementing the environmental strategic framework in their respective program areas (2011/2012);

Alignment of departmental strategic plans, asset management, water supply and waste management master plan reviews with the environmental strategic framework (2011/2012);

Components of the above are fully or partially dependent on the approval of resources requested within a 2011 budget issue paper.

CORPORATE STRATEGIC PLAN:

Focus Area 1 - Protect and Enhance the Environment:
- Objective 1 - Develop an integrated approach to environmental sustainability

Focus Area 6 - Service Excellence
- Objective 6 - Strengthen and enhance partnerships

FINANCIAL IMPLICATIONS:

None at this time, though an issue paper relative to the resources required to advance various implementation actions has been submitted as part of the 2011 budget process. These include the creation of a Community Sustainability Fund as per Council’s previous direction, the application of the Environmental Strategic Framework to infrastructure lifecycle and asset management processes and provision of staff education and training.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Development of this report included interdepartmental feedback via the Environmental Leadership Committee.

ATTACHMENTS:  Appendix 1 - Other Region of Waterloo Environmental Achievements

PREPARED BY:  David Roewade, Sustainability Planner, Corporate Resources

APPROVED BY:  Gary Sosnoski, Commissioner, Corporate Resources
APPENDIX 1
Other Region of Waterloo Environmental Achievements

The Region has a wide variety of environmental programs that have existed for years which support the goals of the Environmental Strategy. There are many other environmental achievements that are attributable to staff efforts in other program areas such as Water Services, Transportation and Environmental Planning, Waste Management, Public Health, Facilities Management and its Energy Office. The following list is a sample of these achievements using recent data:

- The Rural Water Quality Program provided grants to over 100 projects – highlights include 31,000 trees planted and 2236 kilograms of phosphorous prevented from discharge into Regional waterways.
- The new Regional Official Plan increased the Environmental Sensitive Land designations within Waterloo Region to include 10,000 more hectares (almost 25,000 acres).
- The Regional Cycling Network grew to 309 kilometers.
- Waterloo Region had the highest participation rate amongst Ontario communities in the 2010 Commuter Challenge and the Region of Waterloo was among the top local organizations in terms of greenhouse gases reduced (4000 kg).
- The expansion of the Green Bin collection program in 2009 diverted over 5000 tonnes of organic waste which is turned into compost and helped our local landfill surpass the 50% diversion rate.
- Regional Facilities achieved its 2nd Gold LEED building (Leadership in Energy and Environmental Design) and has 5 other buildings pending certification including the new Regional Museum.
- The Region’s Energy Office has completed installation of 190 kilowatts of photovoltaics to create electricity from the sun as part of an aggressive plan to install over 30 more systems in the next couple of years to take advantage of the Province's Green energy Feed-in-Tariff program which provides revenue for renewable energy generators. Applications have been made to the OPA for approximately 75% of our targeted 2.2 megawatts of solar power, with a total of 955 kW tendered to date for buildings such as GRT Strasburg Road, WRPS North Division and 8 Waterloo Region Housing buildings (further details to be included in a future report to Council).
- Public Health led an inter-departmental team to put on the 3rd annual EcoFest event which celebrates the environment and promotes sustainability – it is estimated that approximately 7000 regional residents have participated in the event held since 2008.
Waterloo, Regional Municipality of Ontario, Canada

Summary Rating Rationale

The Regional Municipality of Waterloo’s Aaa debt rating reflects sound financial management, a low debt burden and a strong liquidity position. Waterloo’s debt burden stood at 35.1% of total revenues at December 31, 2009, a low level. Moreover, the regional municipality’s substantial cash and investments, which totaled roughly C$300 million at December 31, 2009, provide considerable liquidity and a measure of safety for debenture holders, supporting the Aaa rating. The rating also takes into consideration Waterloo’s diverse and wealthy economic base.

National Peer Comparisons

The Regional Municipality of Waterloo is rated at the high end of Canadian municipalities, whose ratings remain in the narrow range of Aaa to Aa2. Waterloo’s position at the high end of the range reflects its low debt burden when compared to other national peers as well as its higher-than-average levels of liquidity. The institutional framework governing municipalities in Ontario is mature and well-developed, similar to that in other Canadian municipalities where Moody’s rates municipal governments.

Rating Outlook

The outlook is stable.
Key Rating Considerations

Financial Position and Performance

Prudent Fiscal Planning Generates Positive Operating Results

Waterloo continues to generate positive operating results. From 2001 through 2008, Waterloo consistently generated a gross operating balance in excess of 11% of operating revenues, owing to an expanding assessment base, modest annual property tax increases and effective control over expenses. The regional municipality also recorded positive operating results for 2009, though the implementation of new accounting changes makes comparisons to prior years difficult. These strong operating results have also been supported by the use of a forward-looking budget that looks at the current year as well as the next four years, which helps the regional municipality maintain the structural alignment of revenues and expenses.

In 2009, total revenues increased by 5.1%, driven by strong increases in federal and provincial grants. Total expenses however, grew at a faster pace of 11.5%, partly due to higher spending in social services. Nevertheless, Waterloo generated an overall surplus of C$15 million or 1.9% of total revenues.

Stable Revenue Base

Waterloo’s revenue base is predictable and has expanded at a rate well above inflation in recent years. In 2009, property taxes comprised about half of the regional municipality’s operating revenues while provincial grants accounted for roughly 22%. User rates for water and sewer account for another 23% of the regional municipality’s operating revenue base. Property tax receipts and utility charges are relatively uncorrelated with the economic cycle, generating stable revenue flows in periods of economic expansion as well as in slowdowns. While the growth of provincial grants to Ontario municipalities could slow down in light of the current fiscal challenges faced by the province, we do not believe that grants would be cut dramatically and there have been no indications toward this by the province. Between 2003 and 2008, operating revenues grew at a compound annual growth rate (CAGR) of 7%, driven primarily by strong growth in user fees and services.

Well-Managed Expenses

Waterloo’s expenses are also predictable and have expanded at a rate roughly in line with revenue growth in recent years: the CAGR of operating expenses measured 7% between 2003 and 2008, equivalent to that of operating revenues. While spending for police services and public transportation have applied pressure to the regional municipality’s expense base, these cost pressures have been offset by modest increases in expenses for social and family services, which constitutes Waterloo’s single largest expense item, accounting for nearly one-third of total operating expenses. While Waterloo has experienced some pressures on its social assistance budget as more people have accessed these programs during the recent economic downturn, the regional municipality has made allowances in its budget and Tax Stabilization Reserve Fund to accommodate this. Moreover, the announced phase-in of provincial “uploading” of social assistance costs (discussed below) will aid Waterloo in managing these costs.

1 Accounting changes were introduced in 2009 in line with standards established by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants. These changes make comparisons of 2009 and restated 2008 figures to prior years difficult.
Provincial Uploads Generating Some Savings
The Province of Ontario made changes to its framework governing the funding and delivery of some public services by municipalities and the provincial government. As part of these changes, the province agreed to assume the full costs of the Ontario Drug Benefit Program starting in 2008. The province will also assume full funding and administration responsibilities for the Ontario Disability Support Program (ODSP) over the 2009-11 period. The provincial government further announced it would gradually become responsible for 100% of the costs of Ontario Works (welfare) benefits over the 2010-18 period. The provincial uploads of ODSP, Ontario Works and Court Security are expected to generate total recurring savings of C$38.5 million for the regional municipality.

Debt Profile
Low Debt Burden Illustrates High Degree of Flexibility
Waterloo’s net direct and indirect debt measured 35.1% of total revenues at December 31, 2009, up slightly from 31.9% five years earlier. Waterloo’s debt burden is considered low when compared to Canadian peers, which tend to exhibit moderate debt ratios. Accordingly, debt service expenses remain low, consuming a minimal 3.6% of total revenues in 2009. These low debt and debt servicing ratios illustrate the regional municipality’s high degree of fiscal flexibility and successful fiscal track record – two key characteristic supporting the Aaa rating.

Debt Burden Expected to Remain Moderate
The Regional Municipality of Waterloo’s 2010-19 ten-year capital plan calls for total capital expenditures of C$2.9 billion, of which C$1.6 billion is identified for tax-supported expenditures (primarily transportation) and C$1.3 billion is identified for rate-supported expenditures (primarily water and sewer). The bulk of the proposed expenditures are to be financed by drawing down accumulated reserves and through development charges, while debt-financing is restricted to roughly C$755 (or around 26% of total capital expenditures), in line with previous plans.

If the current capital plan comes to fruition, we anticipate that net direct and indirect debt would reach roughly 67% of total revenues in 2016 and would stabilize gradually thereafter. In our view, the projected debt levels would not alter the regional municipality’s credit profile materially, as debt servicing expenses would remain low, preserving fiscal flexibility. This assumes, however, that the regional municipality realizes its capital plan to its full extent, which is unlikely given recent experience. For example, in 2009, the 2009-18 plan had called for tax-supported debt issuance of roughly C$100 million, but due to capacity issues, only about C$40 million was issued. Therefore, we believe that the regional municipality’s medium-term debt burden could be lower than called for in the 2010-19 capital plan.

Rapid Transit Could Lead to Modified Capital Plan
In 2009, the regional municipality approved the technology and route of a light rail rapid transit project that is expected to improve transportation and increase the population density in the core areas of the region. In June 2010, the provincial government announced it would commit C$300 million towards the capital cost of constructing the rapid transit system, and in September 2010, the federal government announced it would fund one-third of eligible construction costs, up to C$265 million. The current total estimated capital cost is roughly C$790 million, though the regional municipality is presently exploring options and final estimated costs could vary depending on final council approval for the project in June 2011. Construction will likely launch in 2014, with the system operational by 2017. The region would finance the balance of costs, a portion of which would likely be financed through debenture issuance. Debenture issuance in support of the rapid transit project would be
expected to be included in the 2011 amended capital budget or the 2012 capital budget following final council approval. While debenture issuance for the regional municipality’s share of costs are not in the current capital plan and would measurably increase its debt burden, we view that it would remain manageable within their fiscal framework; we will continue to monitor developments with respect to the rapid transit plan and assess any impact on Waterloo’s creditworthiness.

Substantial Liquidity Provided by Cash and Investments
Waterloo’s debt burden is also low when considered in relation to the high levels of cash and investments held by the regional municipality. At December 31, 2009, cash and investments measured C$300 million, up from C$244 million five years earlier. The accumulation of large cash and investment balances reflects Waterloo’s prudent and forward-looking fiscal planning, building up cash reserves in anticipation of capital projects and future obligations. At the end of 2009, cash and investments net of short-term liabilities and sinking funds provided almost one-for-one coverage of net direct and indirect debt, ensuring a measure of safety for debenture holders.

While these cash balances are earmarked into reserve funds for future expenditures, they provide liquidity and strengthen Waterloo’s credit profile. Waterloo’s cash and investments are invested conservatively in money market and debt securities issued by highly-rated Canadian federal, provincial and municipal governments as well as chartered banks, ensuring that their value and liquidity do not fluctuate significantly.

Governance and Management Factors
Similar to other highly rated municipalities in Ontario, Waterloo displays strong governance and management characteristics. In addition to long-term planning for capital and operating budgets and a history of meeting fiscal targets, management adheres to conservative debt and investment management policies, thus limiting the region’s exposure to market-related risks and ensuring relatively smooth debt servicing costs. These fiscal management measures are also supported by comprehensive, transparent and timely financial reporting.

Economic Fundamentals
The Regional Municipality of Waterloo’s economy is diversified and benefits from a strategic location, a strong institutional base and a skilled labour force. Waterloo is located in Southern Ontario, approximately 100 kilometres from the City of Toronto, and is connected to major North American markets via a well developed road network. While the prominence of the manufacturing sector remains a key characteristic of the local economy (underscored by the presence of Toyota in the region), the insurance, business services, health care and higher education sectors all contribute to economic diversity.

The presence of several post-secondary institutions, which offer various programs tailored to local labour market needs, including a highly regarded engineering program at the University of Waterloo, has also helped spawn a burgeoning technology sector. Waterloo Region is home to many high-tech start-ups and established firms such as Research in Motion, the maker of the Blackberry communications device.

With a population of more than 500,000, the Regional Municipality of Waterloo is the fourth largest urban area in Ontario and 10th largest in Canada. Its population continues to grow and is projected to exceed 700,000 by 2031. The region has historically outperformed Ontario on a number of economic and labour market indicators. In 2009, however, the region’s unemployment rate measured 9.5%,
slightly higher than the provincial average, although it has declined significantly through 2010, to below the provincial average.

**Operating Environment**

The national operating environment in which Waterloo operates is typical of advanced industrial economies, characterized by high GDP per capita, low GDP volatility and high ranking on the World Bank’s Government Effectiveness Index, all of which suggest a minimal level of systemic economic, financial and political risk. As evidenced by Canada’s record of continued economic expansion and political stability, the macroeconomic environment is robust and federal government institutions are responsive. Accordingly, the conditions that have historically preceded national crises associated with widespread defaults of regional and local governments are not present in Canada.

**Institutional Framework**

The institutional framework governing municipalities in Ontario is mature and highly developed. The division of roles and responsibilities between the province and municipalities is clearly articulated. Historically, changes to the institutional framework have occurred at a measured, evolutionary pace, following discussions between both parties. Nevertheless, in certain cases, changes have occurred more rapidly.

Waterloo’s creditworthiness benefits from the stability inherent in the provincial institutional framework. Provincial legislation dictates a high degree of oversight, including limits on debt servicing costs, while policy flexibility on both the revenue and expenditure sides of the ledger helps Waterloo manage pressures as they arise.

**Application of Joint-Default Analysis**

The application of Moody’s joint-default analysis methodology to regional and local governments (RLGs) requires two principal inputs: a baseline credit assessment (BCA) on a scale of 1 to 21 (in which 1 represents the lowest level of credit risk), which is a measure of the RLG’s standalone credit strength, and an assessment of the likelihood that the higher-tier government would act to prevent a default by the RLG. In the case of the Regional Municipality of Waterloo, Moody’s assigns a BCA of 1, which already places the regional municipality in the Aaa rating category before any consideration of the likelihood that the Province of Ontario (Aa1, stable outlook) would act to prevent a default by Waterloo. To complete the analysis, Moody’s assigns a very high likelihood of extraordinary support from the provincial government, reflecting Moody’s assessment of the risk to Ontario’s reputation as regulator of municipalities if Waterloo, or any municipal government, were to default.

**Rating History**

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