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

2. DELEGATIONS

3. REPORTS – Chief Administrative Officer
   a) CA-11-008, Evaluation of the Waterloo Regional Tourism Marketing Corporation
   b) CA-EM-11-002, Appointment of Regional and Deputy Regional Fire Coordinators

   REPORTS – Corporate Resources
   c) CR CLK-11-019, Implementation of the Accessibility for Ontarians with Disabilities Act, 2005 Integrated Accessibility Standard

   REPORTS – Human Resources
   e) CA-HR-11-014, Addition to Human Resources Policy Manual

   REPORTS – Finance
      (OMBI report is attached separately for Councillors)
   g) F-11-080, Water and Wastewater Retail Billing Procedures and Administrative Charges
   h) F-11-082, Summary of Consultant Proposals Approved by the Chief Administrative Officer

   INTERDEPARTMENTAL REPORTS
   i) E-11-120/F-11-081, Waterworks Upgrade in Lloyd Brown (Township of North Dumfries) – Alternative Payment Arrangements
      - Submission from John Klompenhouwer, Lloyd Brown Settlement
   j) P-11-100/F-11-083, Regional Funding for Arts and Culture Organizations
4. INFORMATION/CORRESPONDENCE

5. OTHER BUSINESS

a) Council Enquiries and Requests for Information Tracking Sheet

6. NEXT MEETING – January 10, 2012

7. MOTION TO GO INTO CLOSED SESSION

THAT a closed meeting of the Administration & Finance and the Planning & Works Committees be held on Tuesday, December 6, 2011, immediately following the Administration & Finance Committee meeting, 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) personal matters about identifiable individuals – committee appointments
   b) proposed or pending acquisition of land in the City of Kitchener
   c) proposed or pending acquisition of land in the City of Waterloo
   d) receiving of legal advice and opinion that is subject to solicitor-client privilege related to a legal agreement
   e) personal matters about identifiable individuals – committee appointments
   f) personal matters about identifiable individuals – committee appointments
   g) labour relations
   h) receiving of legal advice and opinion that is subject to solicitor-client privilege related to a legal agreement
   i) potential litigation related to a proceeding before an administrative tribunal
   j) potential litigation related to a proceeding before an administrative tribunal

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

DATE: December 6, 2011

FILE CODE: C11-60/WRTMC

SUBJECT: EVALUATION OF THE WATERLOO REGIONAL TOURISM MARKETING CORPORATION

RECOMMENDATION:

THAT the Regional Municipality of Waterloo continue to provide funding and support for the Waterloo Region Tourism Marketing Corporation (WRTMC), as described in Report CA-11-008, dated December 6, 2011, with another evaluation of WRTMC activities and financial support to be completed in 2015.

SUMMARY:

The Waterloo Region Tourism Marketing Corporation (WRTMC) was established in late 2007 with funding provided by all eight municipal Councils in the Region. In accordance with the commitment made at that time, an evaluation of the WRTMC has now been completed by the Municipal and Regional Chief Administrative Officers (please see Attachment 1). The Report describes the creation of WRTMC, accomplishments to date, challenges and plans. This report is being presented to all municipal Councils, with the recommendation that funding and support for WRTMC be continued, with another evaluation in 2015.

REPORT:

The Waterloo Region Tourism Corporation (WRTMC) was created in late 2007 to address the many tourism promotion challenges that had been recognized by the tourism industry and the municipal administration in Waterloo Region. These included: a fragmented approach to marketing the Region; low external profile; duplication of efforts; and no central body to develop partnerships and participate in provincial initiatives.

The WRTMC is a membership-based, not-for-profit corporation, governed by a board of directors comprised of tourism industry and municipal representatives. It is funded through a combination of municipal grants, industry membership fees, and co-operative marketing opportunities. The current Mission Statement is: To increase tourism in the Waterloo Region by focusing resources on promoting the Region’s personality and attributes to high-potential markets.

As further described in the attached Evaluation Report, highlights from the first four years of operation include:

- Creation of the website explorewaterlooregion.ca, which achieved 88,000 visits in 2010;
- Visits to website up 18% over last year;
- Marketing expenditures were 58% of 2010 operating budget (against a target of 60%);
- New Strategic Plan created for 2010-2015;
- Several new member training and consumer events launched in 2011;
December 6, 2011

- Uptake on many cost-sharing and collaboration opportunities with other organizations, including Canada’s Technology Triangle (CTT), the Universities and Conestoga College, and the Creative Enterprise Enabling Organization (CEEO); and
- Development of strong linkage with the provincially-created area Regional Tourism Organization (RTO 4).

Tourism industry members are generally supportive of the WRTMC achievements over the past four years (please see Section 5.0 of Attachment 1). Through an on-line survey and a focus group, member views on membership, marketing, services and overall performance were obtained. They gave a high rating to the organization for: improving awareness of Waterloo Region as a unique tourism destination market; providing a one-stop website that promotes tourism information for the Region; and improving awareness of their individual organization.

Going forward, there are many issues, challenges and opportunities facing the local tourism sector. WRTMC will provide support for focused external marketing opportunities, new packages and tourism products (such as cycling, culinary, and sports tourism), a booking engine to enable consumers to immediately book rooms or tickets, and an overall brand strategy for Waterloo Region.

Based on the results of this 2011 Evaluation, the Municipal and Regional Chief Administrative Officers jointly are recommending that the municipalities within Waterloo Region continue to provide funding and support for the continuation of the Waterloo Regional Tourism Marketing Corporation, and further that a re-evaluation be completed in 2015.

CORPORATE STRATEGIC PLAN:

Continuing to fund the WRTMC is in keeping with Corporate Strategic Objective 2.3: Support a diverse, innovative and globally competitive economy.

FINANCIAL IMPLICATIONS:

The Region has been funding its share of the WRTMC since 2007. In recent years the funding has been $300,000 with $250,000 from the operating budget and $50,000 from one-time capital funding. It is recommended that the Region continue funding of $300,000 per year. To accommodate this, the Region’s 2012 draft operating budget includes $275,000 for the WRTMC, an increase of $25,000 over the 2011 operating budget. A further $25,000 will be included in the 2013 draft operating budget to bring on-going operating funding to the recommended level.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

The Finance Department has been consulted in the development of this recommendation.

ATTACHMENTS

Appendix A – Evaluation of the Waterloo Regional Tourism Marketing Corporation (September 2007 to September 2011)

PREPARED BY: Lucille Bish, Director Community Services

APPROVED BY: Michael L. Murray, Chief Administrative Officer
APPENDIX A

Evaluation of the
Waterloo Regional Tourism Marketing Corporation
(September 2007 to September 2011)

Report from the
Municipal Chief Administrative Officers
in Waterloo Region

In Support of Continued Funding of the
Waterloo Regional Tourism Marketing Corporation

November 2011
EVALUATION OF THE WATERLOO REGIONAL TOURISM MARKETING CORPORATION

1.0 BACKGROUND

Why was the WRTMC created?

Back in 2007, the tourism industry was seen as a significant industry in Waterloo Region. Statistics Canada data available at the time indicated that in 2004 the Region attracted almost 2.4 million person trips, which generated $390 million in revenue, supported 3,200 jobs and contributed $5 million in total municipal taxes. While this economic activity was seen as being significant, it was acknowledged that activity had been declining in recent years, particularly with the precipitous drop in cross-border travel from the US. There was also concern that we were lagging behind comparable municipalities such as Hamilton and London, which have municipally-supported tourism destination marketing organizations (DMOs).

It was noted that the three cities and two of the townships provide individual tourism-related services. As a result, tourism promotion in the Region was facing several challenges including:

- Fragmented approach with no overall brand or marketing strategy
- Limited destination marketing activities, resulting in low external profile
- Duplication of some efforts, such as visitor guides
- No central body to develop partnerships and participate in provincial initiatives

How was the WRTMC created?

Recognizing these challenges, a consensus developed within the tourism industry and the municipal administration in Waterloo Region that there was a need and an opportunity to improve the delivery of tourism services, particularly destination marketing, in this community. Over the course of 15 months, these groups worked to define, develop and consult on a tourism initiative, as outlined below:

- Municipal and Regional Chief Administrative Officers (CAOs) assessed current tourism initiatives, organizations in other municipalities, and possible funding sources to develop a proposal which was documented in ‘A Discussion Paper Regarding Delivery of Tourism Services in Waterloo Region’, May 2006.
- CAOs held two consultation sessions with the tourism industry in June 2006. Approximately 90 people attended. Responses were documented in the report ‘Continuing the Development of a Tourism Organization for Waterloo Region’, June 2006.
- Municipal Councils endorsed the creation of a Steering Committee to continue the development of a new Tourism Organization in July 2006.
- The Steering Committee, comprised of six tourism industry representatives and the CAOs of Cambridge, Kitchener, Waterloo, Wilmot, Woolwich and the Region, met initially in August 2006, and met in total 9 times.
- A consultant was engaged to assist the Committee in developing a Business Plan, and a timeline for organization start-up.
- A second set of industry consultation sessions was held in February 2007 to gauge industry response to the business plan and budget.
- The tourism industry was very supportive of the proposed initiative.
Mandate of the original organization

It was agreed that the new organization would focus primarily on marketing tourism opportunities in Waterloo Region – encouraging more people to visit this area, and encouraging visitors to stay longer. In addition, it was agreed that the organization would replace the existing municipal destination marketing activities being provided by K-W Tourism and Cambridge Tourism. The organization was to be a membership-based, not-for-profit corporation, governed by a board of directors comprised of tourism industry and municipal representatives. Its funding would be derived from a combination of municipal grants, industry membership fees and co-operative marketing opportunities.

As a start the following interim mission statement was adopted:

A municipal, industry and community partnership that operates as a Destination Marketing Organization for the Waterloo Region. Dedicated to maximizing tourism visitation to the community, and industry economic impacts, on a year round basis, through:
- Development and delivery of both broadcast and targeted marketing and advertising programs
- Provision of visitor information and support services
- Development and participation in tourism partnerships and joint initiatives
- Support for industry capacity development.

Summary of Marketing Focus

Four marketing priorities were identified:
- Conduct market research, create a marketing plan and develop an advertising campaign.
- Build image and awareness through attendance at trade and consumer shows, development of lure brochures, etc.
- Undertake Co-operative Marketing Programs, funded by the tourism industry and the DMO (with possible support from senior levels of government) which promote both Waterloo Region and the individual industries, using various media such as radio and TV spots, print, website banner ads, visitor guide, etc.
- Undertake a branding initiative to develop the organization name, identifier, tag lines etc.

Visitor Service Focus

It was agreed that the organization would provide the single point of contact for visitors requesting information about tourism opportunities in Waterloo Region. Visitor Information Services would include: single telephone number, website, telephone and email response, and literature fulfillment. These services would be coordinated by the DMO to ensure consistency across the region. The DMO will also produce a single visitors guide for Waterloo Region.

In addition, it was agreed that Visitor Centres would continue to be operated and funded by the Local Municipalities. They would offer a core level of services and programs including tourism literature distribution and over-the-counter travel counseling. Local municipalities could enhance the services offered.

Governance

The DMO was to be a membership based, not-for-profit organization. The Board of Directors would be comprised of eight tourism industry members (one representative from each of the five identified sectors and three at-large) and six municipal representatives (the CAO or designate of the Region, Cambridge, Kitchener, Waterloo, Wilmot and Woolwich).
The Steering Committee in place at the time agreed to act as the interim Board of Directors until a full Board was elected at the first Annual General Meeting.

**Funding Model**

Membership Fees

The proposed membership fees were differentiated by industry type, and ranged from $150 to $750 per year. Membership provides opportunity to participate in the DMO, and included a basic website listing, visitor guide listing and brochure distribution. The DMO membership fee replaced the separate fees being charged by Cambridge and K-W Tourism.

**Summary of original consultation process and support for the organization**

Consultation sessions were held with the Tourism Industry on Wednesday, February 21, 2007 in Kitchener and Friday, February 23, 2007 in Cambridge. About 70 people attended, in addition to the Steering Committee. An Information Handout and Comment Sheet were distributed, and subsequently emailed to all members of Cambridge and K-W Tourism. In addition to the comments made at the meeting, 15 comment sheets were returned.

A separate initiative led by the industry representatives on the Steering Committee resulted in 22 signed letters of support from key industry members. The letters indicated full support for the WRTMC goals, structure and market focus. They also pledged financial support of paid membership, participating in co-operative programs, and “new and aggressively created programs that will clearly show benefit to our organization”.

The overall tone of the meetings and comments was clearly positive. Several industry members stated strongly that the initiative is needed and on the right track. They applauded the involvement of the municipalities, noting that it makes the initiative significantly different from previous attempts to establish a single DMO.

**2.0 IMPORTANCE OF TOURISM TO THE ECONOMY**

*Ontario Economic Contribution*

- $22.1 billion in tourism receipts
- 200,900 jobs
- Provincial tax revenues - $2.6 billion
- Municipal tax revenues - $571 million
- Only industry that is found in every town, city and province within Canada
- Contributes more to the GDP of Ontario than manufacturing, forestry and aerospace industries

*Waterloo Region Economic Impacts – 2009 Regional Results (Ministry of Tourism)*

<table>
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<tr>
<th></th>
<th>2007</th>
<th>2009</th>
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<td>Person visits</td>
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<td>Visitor Spending</td>
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<tr>
<td>Overnight Stays</td>
<td>3,240,000</td>
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</tbody>
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3.0 ACCOMPLISHMENTS OF WRTMC IN THE FIRST FOUR YEARS

Waterloo Regional Tourism Marketing Corporation (WRTMC)

The current Mission Statement of WRTMC is as follows:
- To increase tourism in the Waterloo Region by focusing resources on promoting the Region’s personality and attributes to high-potential markets.

The makeup of the WRTMC is as follows:
- Not for Profit - Incorporated
- Board of Directors – 14 seats
- 8 Tourism Industry / 6 Chief Administrative Officers
- Industry segment seats
- 3 Accommodations (High Occupancy and B&B)
- Arts & Culture
- Retail
- 3 Events & Attractions
- Committee Structure – Marketing, Nominations & Governance
- Private sector committee involvement
- WRTMC model – member based

The WRTMC Board of Directors for 2011 are:

Mark Bingeman, Bingemans - President
David Brenneman, CAO - Township of Woolwich - Vice President
Tim Anderson, CAO - City of Waterloo - Treasurer
Larry Blundell - (Retired) Representing Oktoberfest
Don Bourgeois - Counsel, Charitable & Not-For-Profit Law
Sally Burns - Waterloo Inn Conference Hotel
Mark Garner - Downtown Kitchener BIA
Jim King - CAO - City of Cambridge
Carla Ladd - CAO - City of Kitchener
Lucille Bish – Director of Community Services - Region of Waterloo
Karen O’Grady - African Lion Safari
Vanessa Stevenson - Homewood Suites by Hilton
Wendy Schuster - Waterloo B&B Association
Grant Whittington - CAO - Township of Wilmot

WRTMC - Success to date - 2007-2011

- Over 6,000 consumers added to the database through contesting and tradeshow participation (up from 2500 in 2010)

- Over 2,000 leads captured in the conferences/meetings, travel trade and media markets since 2008

- Website overall page views for 2010- 304,000/366,000 in 2011- up 25% and an increase in 35% of unique visitors per site, since inception

- Over $200,000 leveraged unpaid media in 2010, $1.5 Million in 2011

- Marketing 58% of our 2010 operating budget
Visits for YTD are up 18% on visits from comparable period last year

WRTMC efforts have for the first time galvanized collaborative efforts in external marketing

The Provincial Government has come to appreciate the importance of Waterloo Region in the overall Tourism industry

WRTMC has proved to be a focus for the Regional Tourism Organization (RTO) process, and will be a focal point for marketing initiatives

WRTMC has set the local tourism industry up for success by working with other like-minded organizations such as CTT and the Creative Enterprise Enabling Organization

WRTMC Strategic Plan Approved for 2010-2015 - Highlights

The Corporation recognizes that its effort must be directed toward specific, innovative, key marketing strategies to realize the best results for both its tourism partners and the visitors within the Region. As a result, the WRTMC uses a multi-year perspective in its planning framework, realized through explicit Action Priorities on a year-by-year basis.

WRTMC’s marketing communication and promotion efforts are designed to balance a regional overview with individual attractions. Our marketing efforts strive to utilize the most innovative and groundbreaking technologies and strategies to position the Waterloo Region as a leader in state of the art destination profiling.

Four Objectives set the foundation for the renewed Strategic Plan:

1.0 Create a business model for the Corporation that can be sustained over time;
2.0 Establish the WRTMC as the authoritative source in the Region for tourism attraction marketing;
3.0 Focus on enhancing the overall image and awareness of the Region as a visitor and tourism destination; and
4.0 Ensure marketing and communications activity consistently highlights key Waterloo Region attractions and events.

Specific Action Priorities are derived from each of these objectives and provide a ‘menu’ of actionable work from which an annual operational plan is built.

Marketing Plan Approved – Highlights

The marketing plan target markets were strategically aligned with extensive and defendable market research and in direct correlation to Provincial and Federal marketing directives. A highly detailed project was performed by Environics Research commissioned through the Ontario Tourism Marketing Partnership of the Ministry of Tourism. This research project produced a segmented consumer template of travel buyers throughout Canada and the United States linking geo-demographics to social values, consumer attitudes and behaviour. The Region of Waterloo product offering inventory was established as a baseline and analyzed against these target markets to arrive at the highest and best focus for our efforts.

The marketing deployment plan is divided into sections to best define those internal efforts focused on core product development in our Corporation’s start up years and external efforts focused on
attraction and profiling. The plan also segments tactics designed to profile the region as a whole through Destination Marketing Organization (DMO) tactics and Co-operative Marketing tactics designed to allow members individual profiling opportunities.

Key sector targets are in Leisure, Meetings &Conventions, Travel Trade, Media in Ontario, Canada (Alberta, Quebec) and some United States in conjunction with the defined Ontario Tourism target markets.

- Spring: (Target Couples and Families)
- Summer: (Target Families)
- Fall: (Target Couples)
- Winter: (Target Couples and Families)

**New for 2011 - Member Training and Consumer Events**

- May 18th, 2011 – SPARK - 2011- A local familiarization tour and training day was held for the local visitor centres and frontline accommodation and attraction staff, Ontario Tourism Travel Centre Staff, and media.
  - Results: 70 attendees and $225,000 in earned media from stories resulting from that event.
- June 3rd - Ontario Tourism Launch Day – Toronto - Dundas Square Event. Over 100,000 traffic to launch 2011 summer options. WRTMC was there to promote their website, summer offerings and cost-shared with 3 partners.
  - Results - Over 400 consumers added to the consumer database for future email-outs and radio exposure to the Toronto market
- July 6th - first 2011 lunch and learn workshops for members/partners on social media and search engine optimization.
  - Results: 22 members attended and from their input WRTMC will be having two more in the fall on this topic. They plan 6 lunch and learn training sessions per year on relevant topics for their members.

**Market Capacity Statistics**

- 2008 membership: 104
- 2009 membership: 186
- 2010 membership: 188
- 2011 membership to-date: 235

Marketing (2010) - i.e.: Toronto Star, Association Magazine, Up Westjet, Ignite, Bearskins, Local Audience Development, Radio campaign/The Record, Grand Living, West of the City, 4 leisure shows and 6 corporate/trade shows, editorial copy worth $200,000.

3rd Regional Travel Guide – 150,000 distributed at 900 locations and geo-targeted houses in GTA/Ottawa and markets identified through marketing plan

**Visitor Information Statistics**

2010 Visitor Information Services Traffic: 21,378 (reported)

**Website Growth**

Web Analytics - Results to Date - Visits
2008: 27,260
2009: 62,947
Web Analytics - Results for the period 2009-2011 - Geographic
- 96,493 visits
- 144 countries
- 3,300 cities

Top five web high hits:
- Home
- Attractions
- Events Calendar-33% increase over 2010
- Outdoor
- ART -100% increase over 2010

2011- 2012 Initiatives and Partnerships

- WRTMC plans to continue to leverage and build partnerships in 2011/2012
- Greater synergy and cost-sharing with Canada’s Technology Triangle/Creative Enterprise Enabling Organization for marketing and other initiatives OPPORTUNITY: More creative businesses picking Waterloo Region as home base
- More collaboration with the Universities and Conestoga College for research, outreach to alumni, potential students and common messaging- OPPORTUNITY: More students, parents coming to and visiting the region
- More emphasis on earned media, improve website functionality/cutting edge applications and interactivity, OPPORTUNITY: More stories generated and cross promotion to drive traffic to everyone’s websites
- Research, partnership meetings and product development work started on tech tourism opportunities, Waterloo Regional Tourism Culinary Strategy, motorcycle and cycling product development and partnerships, OPPORTUNITY: Leveraged marketing and business opportunities from increased tourism traffic

4.0 FINANCIAL ANALYSIS

Revenues - Industry participation:
- 2008 - $156,167
- 2009 - $270,789
- 2010 - $254,000
- 2011 - $244,700 (Projected)

The targeted goal is for 60% of the budget to be spent on annual marketing initiatives, with the last 3 years reflecting 50-57% being spent on marketing and web site functional improvements.
5.0 EVALUATION INPUT FROM TOURISM INDUSTRY

A key component of this evaluation process was inviting existing WRTMC members to provide their feedback on the relevance and effectiveness of ongoing initiatives, as well as comments on future directions. An on-line survey was sent to members during August 2011, and a focus group was held for invited members in early September.

The on-line survey was completed by 37 respondents, representing a 17% response rate. The response rate reflects the relatively short period of the survey and the business of summer months for the tourism sector. However, the respondent profile has a similar distribution to the overall membership, both in terms of tourism industry sector and geographic distribution. The focus group, which was led by a professional facilitator, had 8 participants representing the key industry sectors.

Benefits of Membership

Survey respondents were evenly split on the value they have received from WRTMC membership, with one-third rating it high, one-third moderate and one-third low. The highest rated benefits of membership are: the WRTMC website, enhanced media exposure for participants, and the co-operative marketing opportunities.

Focus group participants noted the following additional benefits:

- ‘Hands-on assistance’ with promotion and outreach (such as assisting with attracting inbound visitors, or public relations/media relations services in markets that would otherwise not be possible for a single tourism operator to reach);
- Trade show participation and leads;
- Advice and sharing of expertise — including assistance with writing proposals to secure grants;
- Data gathering and information sharing (e.g. tourism reports, research, trends analysis, etc.); and
- Bringing member organizations together and contributing to relationship building.

Some participants noted that “Our only opportunity for external marketing is through WRTMC...we couldn’t do it without them”. This is likely true across the membership, as almost 60% of survey respondents stated that their total annual marketing/promotion budget is less than $20,000. Very little is spent on external marketing, with 74% of respondents spending less than 20% of their marketing budget outside the Region.

The focus group participants were asked more specifically about membership fees. Their view is that the current fees model is preferable to other possible approaches. Also, while there is no great appetite for raising fees, some would consider modest increases if they could be justified by expanded or enhanced services and/or greater proof of success.

Overall, members would like more communication from the WRTMC about membership benefits, marketing opportunities, and other initiatives. New members and smaller organizations in particular have greater need for informative, timely communication.
Marketing

WRTMC has offered its members a variety of co-operative marketing opportunities, including: the annual Travel Guide; listing on WRTMC website; banner ads on the website; print, digital media, and radio ads; and participation in trade shows. These were generally rated as moderate to high value by both survey respondents and focus group participants.

The WRTMC website, www.explorewaterlooregion.ca, was described as “universally important” by the focus group. Ninety percent of survey respondents agreed that the website should be the primary source of tourism information for the region.

A similarly high percentage agreed with the WRTMC mandate to market the region externally. Overall, the consensus is for a balanced marketing approach among all forms of communication. However, members do want better measures of the effectiveness of marketing opportunities for both themselves and WRTMC to assist with their own reporting and to understand overall value.

Member Services

Survey respondents reported a lower use of member services than of marketing opportunities. Focus group participants described the WRTMC’s ability to generate media interest/coverage of the region as a core strength and one of the Corporation’s most valuable contributions. Tours of local cultural and recreational attractions that familiarize front-line staff and the media with member sites are also perceived as being of significant value.

Overall Performance of WRTMC

A significant percentage of survey respondents gave a high rating to WRTMC in the following areas:

- Improved awareness of Waterloo Region as a unique tourism destination market (36%);
- Providing a one-stop website that promotes tourism information for the Region (45%);
- Improved awareness of their organization (45%).

They also agreed that WRTMC has: started slowly but continuously improved; provided improved collaboration and product development; and benefitted Waterloo Region. Focus group participants identified WRTMC staff as a particular organizational strength and key benefit of membership. However, it was also acknowledged that WRTMC would need additional resources to take on any new opportunities that the group suggested.

Opportunities

Many opportunities for improving and growing WRTMC were suggested by both survey and focus group participants. They include:

- Increase support for specific tourism segments (meetings and conventions, culinary, sports, and arts and culture were mentioned);
- Enhance communication with members, and in particular provide more lead time for participating in co-operative marketing opportunities;
- Develop and communicate concise implementation plans with focussed activities and anticipated benefits;
• Make enhanced use of social media and continuously improve the website;

• Develop tracking methods and evaluation tools that enable members to understand the value of various marketing opportunities;

• Better portray a more progressive, current and strategic brand for the region.

Overall, there is a sense that the WRTMC is continuing to make a valuable contribution to tourism in the region. It has been gaining momentum and enhanced its effectiveness, but as well there are ongoing opportunities for further growth and improvement.

6.0 GOING FORWARD

Future Issues, Challenges & Opportunities to Tourism

• Ontario Tourism Marketing Partnership Review - WRTMC will be advising the Ministry of Tourism on marketing that works for the members to ensure maximum benefits
• Marketing the province of Ontario as a destination equal in value and not a low cost alternative - WRTMC will work with TIAO and other destination marketing organizations in Ontario to make marketing budgets for Ontario a priority spend.

Regional Tourism Organization 4 (RTO 4) – Potential Advantages

The RTO4 Member Inventory is as follows:

8 Destination Marketing Organization (DMOs) - Regional Tourism Operations (representing multiple municipalities)
• Waterloo Regional Tourism Marketing Corp
• Guelph Tourism Services
• Wellington Tourism
• Huron Tourism Association
• Visit Perth County Ontario
• Fergus/Elora Tourism
• Stratford Tourism Alliance (DMF Funded)
• St. Jacobs Country (Private)

It is interesting to note that visits to RTO 4 are mainly to Waterloo Region (58%), and that 54% of U.S. visitors went to Perth

RTO4 Roles and Responsibilities

• Regional Strategy Development
• Marketing
• Product Development and Innovation
• Attract Investment
• Workforce Development & Training Coordination
• Manage Performance
• Support Financial Sustainability
RTO4 Collaboration with WRTMC to-date

- Launched new projects inventory assessment for trails/waterways and heritage products and are holding a trails summit with heritage planning staff from the Region of Waterloo on September 29, 2011
- Initiated a meetings and incentive travel strategy that will have tactics to increase revenue for partners in RTO4, and to increase visitors stay by moving them around the region.
- Contracted photographers to build an image inventory for RTO4 and DMO partners year round (both video and stills)
- Initiated consumer marketing research and market-ready marketing campaigns for summer 2011 with input from all DMO partners to leverage existing brands and to cluster similar products and markets based on season (summer/fall/winter)

Implementation of the Regional Tourism Levy in 2012, if done right it could mean $5 million plus to assist with marketing our area to tourists. Moving forward with the Regional Tourism Organizations, there is a need for more strategic alignment with other DMOs and RTOs so everyone can leverage maximum exposure through marketing efforts.

**New for 2012 - Building partnerships and being innovative**

- WRTMC will be creating more benchmarks and tracking features for media campaigns in 2012 through packaging attractions, events and accommodations and utilizing unique landing pages
- The organization will work closely with CTT, Creative Enterprise Enabling Organization, Communitech, University of Waterloo, Wilfrid Laurier, CIGI and others on innovative eventsconference bids, tech tourism and arts initiatives.
- Upgrades to the website will occur for more interactivity, video, Trip Advisor and 3rd party reviewers- both professional bloggers and options for tourists and locals to upload their favorite Waterloo Region stories and tourist videos
- WRTMC will integrate more QRI coding and mobile advertising into media mix and create portals for media writers in 2012
- Building on the research and photography from RTO4 will happen to refine the marketing campaigns and maximize results for our members
- Developing new packages and tourism products (meetings and conventions, cycling, culinary, sports, and tech tourism) based on tourism trends and through working with our academic partners (Conestoga, Wilfrid Laurier, University of Waterloo and others)

**Tourism Outlook 2010-2014**

Business investment will grow at a solid pace in 2011/2012 with Western Canada projected with the most growth. There is an opportunity for Waterloo Region is to reach out to Calgary and other Canadian Provinces with RTO4 and OMTPC.

Emerging travel markets such as China, India and Brazil will dictate tourism product development. There is an opportunity for Waterloo Region to package and cluster appropriate products: outdoor adventure, rural/agri-tourism, culture/arts, brand/high-end shopping/spa and multi-generational travel options

**Benefits of Partnering with Waterloo Regional Tourism Initiatives in the Future**

- Market and leverage your product or service for maximum exposure
- Extend your reach by partnering for cost-effectiveness
• Seasonal and year-round opportunities
• Prices unchanged on existing programs
• Choose from a wide variety of participation options, from marketing and advertising programs to media relations/FAM initiatives
• Increase your awareness with online advertising, e-blasts to consumers/meeting planners 4x a year, co-op ads in trade magazines and online bundles options

Going Forward - Waterloo Region Tourism also needs to be...High tech, cutting edge, an economic powerhouse, and a thought leader. Our website should be transactional (not only create demand but fulfill it as well) so we need to invest in a booking engine to keep up with trends (we are in discussions with Regional Tourism Organization 4 to pick up the initial costs). Our cooperative programs will first and foremost create demand for the destination and encourage a single call-to-action. Our programs will be focused and measurable based on trending metric such as media impressions, unique visits, conversion to sales and supply those metric and research to our partners whenever they want to receive it. Our programs have to further the marketing goals and objectives of the destination as a whole and must be aligned with current brand strategy of Waterloo Region. We need to look at not just a membership-only model which can hamper revenue from non-traditional sources (those who do necessarily want a membership as tourism may not be their core business, but they see the value in sponsoring one part of a program or website) but at a model of membership and partnerships. Non-traditional partners could pay a premium or one-time fee and members who advertise frequently could see rewards/ discounted programs and free educational opportunities because tourism is their core business. Revenues can still be garnered through bundled program offerings that still offer value to those who want to leverage WRTMC’s marketing efforts and priced according to what the market will bear. By looking at non-traditional advertisers who benefit from tourism but are not necessarily considered tourism products/services helps to deliver on Action Priority 3.2 of the 2010-2015 Strategic plan: Enhancing the overall image and awareness of the Region as a visitor and tourism destination and to develop externally focused marketing and public relations program to build awareness of and attract visitors to the Waterloo Region. It also delivers on priority 1-in creating a sustainable tourism organization.

7.0 CONCLUSION

Based on the above analysis, staff recommends that the municipalities within Waterloo Region continue to provide funding and support for the continuation of the Waterloo Regional Tourism Marketing Corporation (WRTMC), and further that a re-evaluation be completed in 2015.
RECOMMENDATION:

THAT the Regional Municipality of Waterloo appoint William Chesney, City of Cambridge Fire Chief, as Regional Fire Coordinator, and Lyle Quan, City of Waterloo, General Manager of Protective Services/Fire Chief, and Tim Beckett, City of Kitchener Fire Chief, as Deputy Regional Fire Coordinators effective January 1, 2012 to December 31, 2014, as outlined in Report CA-EM-11-002 dated December 6, 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.

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 the Administration and Finance Committee

DATE: December 6, 2011

FILE CODE: A34-41

SUBJECT: IMPLEMENTATION OF THE ACCESSIBILITY FOR ONTARIANS WITH DISABILITIES ACT, 2005 INTEGRATED ACCESSIBILITY STANDARD

RECOMMENDATION:

For information

SUMMARY:
Under the Accessibility for Ontarians with Disabilities Act, 2005 Integrated Accessibility Standard regulation, the Region of Waterloo is required to meet a number of provisions with respect to ensuring the accessibility for people with disabilities in the areas of information and communication, employment, and transportation. These provisions must be implemented between 2011 and 2021, with the majority of the work being completed by the end of 2013. The following report outlines the requirements for the Integrated Accessibility Standard regulation, and provides an overview of the implementation plan to meet the regulation and ensure Regional programs, services, and facilities are inclusive for people with disabilities.

REPORT:
Background
For over ten years the Region of Waterloo has been actively planning and implementing actions to identify, remove, and prevent barriers in programs, services, and facilities for people with disabilities. Since 2003 this work has been guided by the Ontarians with Disabilities Act, 2001, which mandated municipalities to create an annual accessibility plan and to establish and seek advice from an Accessibility Advisory Committee.

In 2005 the Province released the Accessibility of Ontarians with Disabilities Act, 2005 (AODA), with the vision of creating a fully accessible Ontario by 2025. This legislation gave the Province the mandate to establish sets of standards in accessibility that will apply to both the public and private sector. The Province has committed to establishing five sets of accessibility standards in the areas of customer service, information and communication, employment, transportation, and the built environment. The AODA Standards for Customer Service was the first standard to be released into regulation, and was achieved by the Region of Waterloo by January, 1, 2010. Three more standards were released on June 3, 2011, integrating accessibility standards in information and communication, employment, and transportation into a single regulation: The Integrated Accessibility Standard regulation (IAS). The present report outlines the Region of Waterloo’s overall plan for implementing the IAS. The final AODA standard to be established - the built environment - is currently in development by the Province and has not yet been released.

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3 Ontario Regulation 429/07.
4 Ontario Regulation 191/11.
Integrated Accessibility Standard
The Integrated Accessibility Standard regulation harmonized standards in:

- Information and communication, which includes accessibility standards for websites, accessible formats of documents and communications to the public, accessible feedback processes, providing accessible emergency and public safety information, and requirements for public libraries.
- Employment, which includes providing accommodation throughout the recruitment process, providing accessible formats of information and communications to employees, documenting accommodation plans for employees with disabilities, and accommodating employees during return-to-work, redeployment, and career development.
- Transportation, which applies to conventional and specialized transit, as well as taxi licensing, and includes a number of technical requirements, service requirements, planning and public consultations.
- General requirements, including accessibility criteria in procurement and acquisition processes, policies describing how the provisions of the standards will be met, development of a 5-year accessibility plan, outlining the process for meeting the IAS, and training for all staff, volunteers, and relevant third parties.

Broadly, the IAS requires organizations to document policies, process, and plans for various provisions, to train all employees, volunteers, and relevant third parties in the IAS requirements and the Human Rights Code as it relates to people with disabilities, and to develop or acquire various resources or equipment to support compliance.

The IAS applies to all organizations in Ontario with at least one employee. Timelines for implementing the standard and requirements for reporting compliance vary based on whether the organization is part of the Government of Ontario and Legislative Assembly, a public sector organizations, or a private sector organization, and further broken down into large (50 employees or more) and small (less than 50 employees) organizations. In general, the Government of Ontario and Legislative Assembly must comply prior to large public sector organizations, followed by small public sector organizations, and the private sector. The Region of Waterloo is considered a large public sector organization under the regulation, with timelines for implementation between 2011 and 2021, with the majority of the work being completed in 2012 and 2013. Appendix A outlines each provision and each corresponding deadline for compliance.

Failure to meet compliance with the AODA Integrated Accessibility Standard could result in an administrative penalty of up to $100,000 per day for the organization. This penalty, ordered by the Province and determined by a director, is based on the severity of the impact of noncompliance and on the compliance history of the organization.

Implementation of the Integrated Accessibility Standard
The implementation plan developed to meet the AODA Accessible Customer Service regulation in 2010 has served as a model for implementing the IAS. Focusing on integrating the requirements of the IAS into all Region of Waterloo programs, services, and facilities the implementation plan will develop a consistent approach for staff to meet the requirements, using shared tools, templates and resources to support compliance across the organization. The required policy development, training development, and communications and awareness planning will be coordinated through an overall project charter managed by Citizen Service.

To foster a high degree of cross-department coordination and collaboration, the implementation plan focuses on providing the appropriate level of consultation and involvement in decision-making with Regional staff members. This also ensures the IAS is linked with other relevant Region of Waterloo initiatives throughout the implementation process.
The successful implementation of the IAS will require the Region of Waterloo to develop policy statements, coordinate resource development, create a training program, and adopt a 5-year accessibility plan, along with coordinating with other Regional projects and initiatives. A comprehensive communications strategy which supports implementation will also be critical in integrating accessibility into programs, services, and facilities.

The Region of Waterloo’s compliance with the IAS will rest on the actions of each department and will depend on how fully they have integrated the requirements of the IAS into their programs, services, and facilities. Once the policies and plans are created, the resources are developed or acquired, and all required staff, volunteers, and others have been trained, Department Senior Leadership Teams will be required to ensure departmental activities comply with the IAS, making use of available tools, resources and guides, and to report progress and compliance bi-annually to Citizen Service.

Making use of the existing governance structure established under the Ontarians with Disabilities Act, 2001 and utilized for the AODA Customer Service Regulation, the IAS implementation will rely on the AODA Steering Team to guide the development of policies, planning, and training, and will provide a communication link back to each Department. Corporate Leadership Team will be kept informed of major milestones, and be asked for their endorsement of significant deliverables, such as the comprehensive training plan, policy statements, necessary budget issue papers, and the 5-year accessibility plan.

Role of Regional Council
Appendix B outlines the major milestones for implementation of the Integrated Accessibility Standard regulation, with the accompanying planned completion date. Points at which Regional Council will be involved are also indicated.

Members of Regional Council will be asked for approval on corporate commitments including any corporate policy statements, necessary budget issue papers, and the 5-year accessibility plan. Regional Council will be kept informed of progress and compliance with the IAS through the accessibility planning process and will be kept apprised of any Provincial compliance reporting.

Consulting with GRAAC
Throughout implementation of the IAS Regional staff members will consult with and seek the advice of the Grand River Accessibility Advisory Committee (GRAAC), as required by the AODA. GRAAC will be called on to review corporate policies developed under the IAS, for consultation with items in the 5-year accessibility plan under the IAS, and to advise the Region on the 5-year accessibility plan. A summary of GRAAC advice and feedback will be provided to Regional Council within the progress and compliance reporting process.

Next Steps
Throughout the remainder of 2011 and into the winter of 2012 work on implementing the Integrated Accessibility Standard regulation will focus on researching and developing policies required by the IAS, researching training options, and framing the 5-year accessibility plan. A communications and awareness strategy will be developed at the beginning of 2012, and a compliance monitoring and reporting structure will be created by early spring. Draft policy statements will be presented to Regional Council in June, 2012 for approval.

CORPORATE STRATEGIC PLAN:
Implementation of the Accessibility for Ontarians with Disabilities Act, 2005 Integrated Accessibility Standard regulation is an identified action under the Corporate Strategic Plan Focus Area 5: Deliver excellent and responsive services that inspire public trust, Action 5.1.3: Implement the standards under the Accessibility for Ontarians with Disabilities Act (AODA) to comply with Provincial regulations.
FINANCIAL IMPLICATIONS:
Throughout 2012 implementation of the Integrated Accessibility Standard regulation will focus on planning and policy development, developing a training program, and hosting the necessary public consultation sessions. The costs for these activities will be accommodated within the existing ODA Capital budget, containing approximately $90,000 as of January, 2012. Throughout 2012 a comprehensive budget for implementation will be determined and any necessary budget issue papers will be submitted to support implementation for 2013 and beyond.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:
All Departments have participated in the development of the implementation plan for the Integrated Accessibility Standard regulation. The implementation plan was directed and approved by the AODA/ODA Steering Team, a cross-departmental team with representatives from all Departments. An overview of the plan was presented to senior management of all Departments for comments and feedback. Lastly, on November 21, 2011 Corporate Leadership Team endorsed the plan for implementation of the IAS.

ATTACHMENTS
Appendix A: Implementation Timelines
Appendix B: Summary of Major Milestones for Implementation of the Integrated Accessibility Standard Regulation

PREPARED BY: Vanessa Lopak, Social Planning Associate
Kris Fletcher, Director, Council and Administrative Services

APPROVED BY: Gary Sosnoski, Commissioner, Corporate Resource
### Appendix A: Implementation Timelines

- **Obligation**
- 2011
- **Q1**
- **Q2**
- **Q3**
- **Q4**
- **2012**
- **Q1**
- **Q2**
- **Q3**
- **Q4**
- **2013**
- **Q1**
- **Q2**
- **Q3**
- **Q4**
- **2014**
- **Q1**
- **Q2**
- **Q3**
- **Q4**
- **2015 & Beyond**

<table>
<thead>
<tr>
<th>Obligation</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015 &amp; Beyond</th>
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<tr>
<td>Emergency Procedures &amp; Public Safety Information</td>
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<td>Workplace Emergency Information</td>
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<td>Policies</td>
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<td>Accessible taxis</td>
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<td>Rail Cars (N/A until LRT)</td>
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<td>5-year Accessibility Plan (includes taxi and GRT requirements)</td>
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<td>Procurement (Procedures)</td>
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<td>Self Service Kiosks</td>
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<td>Training all staff and volunteers</td>
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<td>3rd Party Training</td>
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<td>Accessible Feedback process</td>
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<td>Employment Standards</td>
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<td>Accessible formats and communication supports</td>
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<tr>
<td>Accessible websites – new web sites and content</td>
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</table>
| Accessible websites – existing web sites and 2012 content                 |      |      |      |      | 2017          | 2021
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<thead>
<tr>
<th>Transportation Obligation</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
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<td>Non-Functioning Equipment</td>
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<td>Transition: Existing Vehicles&lt;sup&gt;5&lt;/sup&gt;</td>
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<td>Fares</td>
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<td>Storage of Mobility Aids</td>
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<td>Pre-boarding Announcements</td>
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<td>On-board Announcements</td>
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<td>Origin-to-destination Services</td>
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<td>Information on Equipment</td>
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<td>Emergency Preparedness</td>
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<td>General Responsibilities</td>
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<td>Transit Stops</td>
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<td>Storage of Mobility Aids</td>
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<td>Courtesy Seating</td>
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<td>Companions</td>
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<td>Service Disruptions</td>
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<td>Technical Requirements&lt;sup&gt;6&lt;/sup&gt;</td>
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<td>Fare Parity</td>
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<td>Hours of Service</td>
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<sup>5</sup> Existing vehicles are not required to be retrofitted to meet technical requirements of the standard. For vehicles that are modified on or after July 1, 2011, service providers must ensure the modified portion must meet the technical requirements of the standard.

<sup>6</sup> Requirements for buses manufactured on or after January 1, 2013. Includes specifications for: grab bars, handholds, handrails, stanchions, floors and carpeted surfaces, allocated mobility aid spaces, stop request and emergency response controls, lighting features, signage, lifting devices, ramps, portable bridges, steps, and indicators and alarms.
<table>
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<tr>
<th>Transportation Obligation</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015 &amp; Beyond</th>
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<td>Service Delays</td>
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<td>Accessibility Training</td>
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<td>Fares, Support Persons</td>
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<td>Eligibility Process</td>
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<td>Booking</td>
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<td>Trip Restrictions</td>
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<td>Eligibility Criteria</td>
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<td>2017</td>
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Appendix B: Summary of Major Milestones for Implementation of the Integrated Accessibility Standard Regulation

The following table outlines the major milestones for the implementation of the AODA Integrated Accessibility Standard regulation and the expected completion dates for these milestones.

<table>
<thead>
<tr>
<th>Major Milestone</th>
<th>Planned Completion Date</th>
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<tbody>
<tr>
<td>Project Charter endorsed by Corporate Leadership Team.</td>
<td>November 21, 2011</td>
</tr>
<tr>
<td>Communications and awareness plan approved by AODA/ODA Steering Team.</td>
<td>January, 2012</td>
</tr>
<tr>
<td>Policy framework developed.</td>
<td>January, 2012</td>
</tr>
<tr>
<td>Training plan developed.</td>
<td>March, 2012</td>
</tr>
<tr>
<td>Compliance monitoring and evaluation process approved by AODA/ODA Steering Team.</td>
<td>March, 2012</td>
</tr>
<tr>
<td>Draft policy statements reviewed by the Grand River Accessibility Advisory Committee.</td>
<td>March, 2012</td>
</tr>
<tr>
<td>Public consultations on 5-year Accessibility Plan.</td>
<td>May, 2012</td>
</tr>
<tr>
<td>Policy statements approved by Regional Council.</td>
<td>June, 2012</td>
</tr>
<tr>
<td>Draft 5-year Accessibility Plan reviewed by the Grand River Accessibility Advisory Committee.</td>
<td>August, 2012</td>
</tr>
<tr>
<td>Training program developed.</td>
<td>August, 2012</td>
</tr>
<tr>
<td>Budget Issue Paper submitted to Regional Council, as needed.</td>
<td>Fall, 2012</td>
</tr>
<tr>
<td>5-year Accessibility Plan approved by Regional Council.</td>
<td>November, 2012</td>
</tr>
<tr>
<td>All required staff, volunteers, and others trained.</td>
<td>September, 2013</td>
</tr>
<tr>
<td>Report compliance to Ministry of Community and Social Services.</td>
<td>As requested by the Province</td>
</tr>
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</table>
RECOMMENDATION:

For information.

SUMMARY:

The Ontario Power Authority (OPA) has launched a scheduled review of the Feed-in-Tariff (FIT) and MicroFIT Programs to examine program rules and pricing to ensure the program remains successful and sustainable. The OPA has stated that it is likely that there will be a reduction in the rate structure for any projects which have yet to receive contracts. This would impact a little less than half of the projects within the Region’s Solar Photovoltaic (PV) Renewable Energy Initiative and could have a significant impact on the business case for the initiative depending on the magnitude of the rate adjustment. This report outlines the current project status and various potential business scenarios under new program rules and pricing.

To date installation costs have been lower than estimated, and if there are no changes in the rate structure, net revenues will exceed the original projected amount of $4.77 million. However, should the rates decrease, the projected revenues will also decline, and depending on the magnitude of the decrease this could have a minimal or a more significant impact on revenue projections and generation capacity. Staff are therefore proposing to monitor the situation and report back to Council, but if timing requires we will continue to execute contracts provided any rate reductions announced by the Province do not drop by more than 20% of the current rate.

REPORT:

Background & Project Status

The Region’s Solar Photovoltaic Renewable Energy Initiative (approved by Council on June 16, 2010 CR-FM-10-012) includes the installation of solar photovoltaic panels on Regional facilities as part of the OPA FIT program with a target generation of 2,200 MWh. The initiative includes installations on 25 Regional buildings in various stages of the OPA process. As part of this approval the Commissioner of Corporate Resources was given authority to enter into contracts with the OPA consistent with the business plan in that report and on the basis of the rate structure then in place.

Currently, OPA contracts have been executed for 19 locations and work is well underway or completed for 54% of the targeted generation capacity. Applications have been submitted for the remaining capacity involving 6 additional locations comprising the remainder of the generation target. Unfortunately the applications caught in the OPA queue include some the largest installations on new structures (GRT, WRPS Division #3) where applications were delayed of practical necessity to conform to the building design process. The Operations Centre system is in place and has been
generating power since May 2011.

Based on the competitive marketplace created by this initiative, actual construction costs have been steadily declining from the original budget estimates. The project is currently approximately $1.2 million under budget for the work currently committed and is projected to be completed as much as $3.7 million under the original budget. The attached updated tracking summary shows more detail on the status of projects within the PV initiative.

**OPA FIT Program Review**

The OPA has launched a scheduled review of the FIT and MicroFIT Programs to examine program rules and pricing to ensure the program remains successful and sustainable. The review is open for comment until December 14, 2011. Considerations of the review include:

- A careful examination of FIT pricing to maintain a balance between the interests of ratepayers and the continued encouragement of clean energy investment in Ontario. This is expected to result in reduced FIT prices for future contracts.
- Potential inclusion of new and emerging technology types.
- Assessment of government policies and tools to ensure that Ontario remains a center of manufacturing excellence and clean energy job creation.
- Consideration of outreach techniques to complement the province’s Renewable Energy Approval (REA) process.

Since the launch of the program, the OPA has offered contracts for approximately 2,500 medium and large FIT Projects and over 11,000 microFIT projects have connected or are expected to connect soon. This represents enough electricity to power almost 1.2 million homes.

During the review period new FIT applications will continue to be accepted and time-stamped, but they will not be processed until the new version of the Program Rules and pricing schedule are available. They will then be subject to the new FIT Rules and pricing schedule. Existing FIT applications that were submitted prior to the announcement of the FIT Program Review on October 31, 2011 but have not yet received a contract will be processed under the new FIT Rules and pricing schedule once the FIT Program review is complete.

**Region of Waterloo Position**

The Region has fixed rate contracts in place for 54% of the target generation capacity. These contracts will not be impacted by any change in the OPA rate or rules structure. As of the October 31, 2011 cutoff date, the Region is awaiting contracts for the remaining generation capacity including proposed installations at GRT Strasburg Road, WRPS North Division as well as one remaining WRH site and two Water Services sites. If approved, these projects will be subject to the new FIT Rules and pricing schedule which will impact the original business model as outlined below.

These applications have been in the queue with the OPA for between 6 and 12 months. Although these have taken longer than many of the Region’s other contracts, there have been significant delays by the OPA throughout the process. The OPA has faced strong criticism for these delays as well as delays in grid connection across the province.

The following chart outlines various business model scenarios based on potential rate reductions, significantly lower capital and borrowing costs and revised generation and revenue projections. Unfortunately there is no indication of how much of a rate reduction is likely at this time, however, the recent rate reduction for ground mounted systems was approximately 20%.
Region of Waterloo PV Business Model Scenarios

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<tr>
<th></th>
<th>Original Estimate</th>
<th>Scenario 1: No rate change</th>
<th>Scenario 2: Reduced rates</th>
<th>Scenario 3: Reduce project scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Cost (millions)</td>
<td>17.5</td>
<td>13.7</td>
<td>13.7</td>
<td>13.7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-5%</td>
<td>-10%</td>
<td>-15%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Revenue (millions in excess of costs)</td>
<td>4.77</td>
<td>5.30</td>
<td>4.83</td>
<td>4.40</td>
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<tr>
<td></td>
<td></td>
<td>-5%</td>
<td>-10%</td>
<td>-15%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Generation Capacity (MWh) (% of target)</td>
<td>2200</td>
<td>2140</td>
<td>2140</td>
<td>2140</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-5%</td>
<td>-10%</td>
<td>-15%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of target generation capacity</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-5%</td>
<td>-10%</td>
<td>-15%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-20%</td>
<td></td>
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<td></td>
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<td></td>
</tr>
</tbody>
</table>

**Scenario 1 – Continue project with no rate change:** If the OPA does not reduce the rate structure or if they decide to grandfather those projects that have been held up in the application queue, the business model is very positive. Lower capital and borrowing costs experienced to date would mean $530,000 higher net revenue with a $3.8 million reduction in capital implementation cost and full generating capacity. Previously the OPA has reversed their position and grandfathered applications in progress in the recent ground mounted rate change, there is no indication that they will do the same in this instance.

**Scenario 2 – Continue project with lower rates:** If the OPA lowers the rates by between 5% and 20%, the business case remains sound. Because of the lower capital and borrowing costs, even with a 20% rate reduction, the projected net revenue of $3.3 million allows for full generating capacity and provides a reasonable buffer for changes in the solar industry while still providing sufficient capacity for possible re-investment in other sustainability initiatives. However, the projected net revenue under this scenario would be up to $1.18 million less than originally projected. The reduction in capital implementation costs would be the same as in Scenario 1, unless the rate reduction had a negative impact on the solar manufacturing industry causing an increase in installation and solar equipment costs.

**Scenario 3 – Reduce project scope:** The Region is under no obligation to accept any new contract offer. If it decided to stop our participation now and signed no additional contracts for the remaining 46% of the target generation capacity we would be in a very favorable financial position, but would have fallen well short of our electricity generation target. The projected generation capacity would be 1165 MWh, a little more than half the original estimate. The net revenue for the contracts in place is projected at $4.28 million, with the original net revenues for the overall project if completed in its entirety being $4.77 million. The total capital cost would be $8.2 million which includes approximately $300,000 in sunk design, application and construction costs as opposed to the revised estimate of $13.7 million. These costs would be subject to negotiation where the work is currently included in a larger project such as GRT Strasburg Road.

The original rationale for the Region’s involvement in the solar project included the desire to participate in an environmental initiative that could reduce dependency on coal fired and nuclear power at no cost to Region taxpayers, assist in augmenting the Province’s electrical supply and result in net revenue for Region taxpayers over the term of the contract. The preferred outcome would be that applications currently in the queue would have the current rates applied and only new applications would be subject to the new rates. However, staff are of the opinion that the overall Region interests could still be served even if the current rates were reduced. If the rate dropped by up to 10%, the estimated revenue would be about the same as if we were to only implement the existing contracts. A rate decrease of up to 20% would impact revenues more significantly, but the
project would still pay for itself with a healthy enough buffer to insure there is no cost to Region taxpayers.

Staff are therefore proposing to monitor the situation and report back to Council once we have greater clarity around the Province’s intentions regarding the rates. However, given the unpredictability and quick turnaround requirements of the contract offers from the OPA, there is a possibility that contract offers for some or all of the remaining projects will require a signature before we can report back to Council. With this in mind, and if necessary, the Commissioner of Corporate Resources will continue to use his delegated authority to sign 20 year contracts relative to the sale of electricity to the OPA if the business case falls within the scope of Scenarios 1 or 2 as outlined above. This approach will preserve generating capacity while ensuring no cost to taxpayers as a result of the project.

The OPA FIT Program review consultation period ends on December 14, 2011. There has been no indication of when the new program rules and rate structure will be announced following that consultation period. Once the announcement is made, staff will provide a follow-up report with specific recommendations based on the revised business model.

**AMO Comments on OPA Program Review**

As part of the OPA program review process, AMO has identified a number of concerns with the regulatory approval process for renewable energy projects and some specific issues with the FIT and MicroFit Projects. Of particular relevance to the Region is the AMO concern that applications trapped in the OPA queue will be subject to new rules and pricing whereas they were put forward on the basis of business cases using the existing pricing. Although no formal position statement has been released to date, it is expected that this concern will form part of the official AMO position.

**CORPORATE STRATEGIC PLAN:**

Successful implementation of energy reduction programs and producing renewable sources of energy support the Corporate Strategic Plan in Strategic Focus Area 1 - Environmental Sustainability: Reduce greenhouse gas emissions and work to improve air quality.

The OPA’s FIT program aligns naturally with the Region’s values of Innovation and Collaboration by setting the groundwork for innovative solutions to the Province’s electricity supply challenges and promoting collaboration between various stakeholders including local distribution companies, municipalities, the greater business community and the solar industry.

**FINANCIAL IMPLICATIONS:**

The capital project Renewable Energy Initiative: Solar Photovoltaic was approved for $16 million in the 2010 Capital Program (Report CR-FM-10-102) to be funded from debentures as well as a grant of $934,000 from the Ministry of Municipal Affairs and Housing (MMAH). This amount was in addition to $1.5 million approved in the 2009 Capital Program funded by debentures and an Infrastructure Stimulus grant expected to be $931,223.

The estimated net revenue for the 20 year OPA agreement is currently $5.3 million which will be reduced by any OPA rate reduction as outlined in report CR-FM-11-025 dated December 6, 2011.

To date $8.2 million dollars have been spent or committed to the project. The project is presently $1.2 million under budget and is expected to be completed up to $3.7 million under budget.
OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Finance and Legal staff have reviewed this report and their comments have been incorporated as appropriate.

ATTACHMENTS

PV Initiative Summary

PREPARED BY: Ellen McGaghey, Director, Facilities Management & Fleet Services

APPROVED BY: Gary Sosnoski, Commissioner, Corporate Resources
## PV INITIATIVE SUMMARY

<table>
<thead>
<tr>
<th>Building Name</th>
<th>kWp</th>
<th>MWh</th>
<th>Actual/Estimated Cost</th>
<th>Budget Cost</th>
<th>Status</th>
<th>OPA application date</th>
</tr>
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<tr>
<td>Operations Centre Phase 1</td>
<td>181</td>
<td>199</td>
<td>$1,457,000</td>
<td>$1,500,000</td>
<td>Operation since May 1, 2011.</td>
<td>January 28, 2010</td>
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<td>WRH 339 Bishop</td>
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<td>57</td>
<td>$350,364</td>
<td>$468,000</td>
<td>Operation in January 2012 - Under construction.</td>
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<td>WRH 84 Wilson</td>
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<td>10</td>
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<td>WRH 119 College</td>
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<td>$83,733</td>
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<td>WRH 95 Concession</td>
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<td>WRH 215 Lorraine</td>
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<td>$104,534</td>
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<td>Cambridge Children's Centre</td>
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<td>WRH 9 Westgate</td>
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<td>WRH 10 Westgate</td>
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<td>73</td>
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<td>$594,000</td>
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<td>Operations Centre Phase 2</td>
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<td>$515,528</td>
<td>$729,000</td>
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<td>$504,000</td>
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<tr>
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<tr>
<td>Parkway Facility</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Hamburg PS</td>
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<td>22</td>
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<td>GRT Strasburg Building B</td>
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<td>316</td>
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<td>WRPS North Division</td>
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<td>Turnbull WTP</td>
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<td>Erb St. Facility</td>
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<td>WRH 145 Overlea</td>
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<td>22</td>
<td>$180,000</td>
<td>$180,000</td>
<td>Application Submission date: March 2, 2011</td>
<td>March 2, 2011</td>
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| Total                    | 1,945| 2,140| 13,673,758| 17,376,000|
| Target Percentage        | 108% | 97%  | 78%       | 99%       |
| Targets                  | 1,800| 2,200| 17,500,000| 17,500,000|
REGION OF WATERLOO

HUMAN RESOURCES DEPARTMENT
Employee and Organizational Effectiveness Division

TO: Chair Tom Galloway and Members of the Administration and Finance Committee
DATE: December 6, 2011
FILE CODE: C04-50

SUBJECT: ADDITION TO HUMAN RESOURCES POLICY MANUAL

RECOMMENDATION:

THAT the Regional Municipality of Waterloo approve the policy statement for the following new Human Resources policy:

   Emergency Workplace Response Information for Employees with Disabilities
   (HR I-39) (#1036544v4)

SUMMARY:

NIL

REPORT:

In November of 1994, Regional Council approved the Human Resources Policy Manual. As new policies are developed or existing policy statements are revised, they are presented for approval.

The attached Emergency Workplace Response Information for Employees with Disabilities (HR I-39) is a new policy that has been developed in order to comply with one of the Employment Standards as outlined in the Accessibility for Ontarians with Disabilities Act, 2005 Integrated Accessibility Standard regulation.

This policy outlines the responsibilities of management and the employee in order to ensure that the employee has the information they need to safely and appropriately respond in emergencies.

The emergency workplace response information for employees with disabilities will be linked with other evacuation procedures (such as Fire Plans).

CORPORATE STRATEGIC PLAN:

Effective human resources policies contribute to the Region’s strategic objective to recruit, retain and develop skilled, motivated and citizen-centred employees.

FINANCIAL IMPLICATIONS:

NIL
OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Consultation regarding the development of this policy has occurred with all departments, the Joint Health and Safety Committees, representatives of the various bargaining units and the Grand River Accessibility Advisory Committee.

ATTACHMENTS

HR Policy: Emergency Workplace Response Information for Employees with Disabilities (HR I-39) (#1036544v4)

PREPARED BY: Doreen Gaiser, Sr. Human Resources Associate

APPROVED BY: Peggy Mellor, Director, Employee & Organizational Effectiveness
### POLICY STATEMENT:

The Region of Waterloo will make all reasonable efforts to provide individualized workplace emergency response information to employees who have a disability, if the Region is aware of the need for this information and individualized information is necessary. The goal of such information will be to enable employees to safely and appropriately respond in emergencies.

### RESPONSIBILITIES:

The Region of Waterloo is responsible for:

- The periodic review of its general emergency response policies.

Management is responsible for:

- Providing individualized workplace emergency response information to their employee as soon as possible after they become aware of the need for this information.

- Developing plans for employees requiring assistance which will include as a minimum:
  - Identification of both primary and secondary evacuation exits.
  - Procedures for notifying the employee in the event of an emergency in a manner that takes into account their disability.
  - Procedures for getting the employee to the evacuation exits.
  - Procedures to notify floor wardens and the Chief Fire Warden of the individual and their location in the building.

- With the employee’s consent, providing the workplace emergency response information to the person or persons designated by the employer to provide assistance to the employee.

- Reviewing the employee’s individualized workplace emergency response plan if the employee’s emergency response needs change.

- Consulting with Human Resources as required.

Employees are responsible for:

- Notifying their supervisor of their need for individualized workplace emergency response information.
information as soon as it becomes apparent. This applies equally to employees who permanently require assistance and those who may have a temporary need.

- Notifying their new supervisor of their need for individualized workplace emergency response information if their supervisor changes or the employee moves to a different position or location within the organization.

- Notifying their supervisor if their emergency response needs change.

- Consenting to having their emergency workplace response information shared with a designated person or persons who can provide assistance to the employee. This would apply if the employee requires assistance accessing emergency information.

SEE ALSO:

- Accommodation of Special Needs (III-17)  DOCS# 41744
- Individual Emergency Workplace Response Plan Form  DOCS#1072136
- Building Fire Plan (if applicable)

FOR FURTHER INFORMATION, PLEASE CONTACT:

- Director, Employee Relations
TO: Chair T. Galloway and Members of the Administration and Finance Committee

DATE: December 6, 2011

FILE CODE: A26-90

SUBJECT: OMBI 2010 PERFORMANCE BENCHMARKING REPORT

RECOMMENDATION:

For Information

BACKGROUND:

The Ontario Municipal Benchmarking Initiative (OMBI) is a co-operative of five Regions, a District, and ten single tier cities committed to continuously improving the way services are delivered to citizens and to promote accountability and transparency of municipal results.


The report provides a general overview of OMBI, its members, and performance measurement findings. There are 28 service areas measured. The Region of Waterloo is included in 20 of these 28 service area comparisons. Some of these services, such as Sports/Recreation, Fire and Police, are not directly delivered by the Region and therefore are not discussed further in this report.

In general, the OMBI measures and comparisons indicate that Regional programs are operating efficiently and effectively. Approximately 75% of the Region of Waterloo’s directly delivered services performed at equal to or better than the OMBI median. Almost half (9/20) of the Region of Waterloo’s service areas improved their performance year over year.

The OMBI performance measures include four types of indicators: service level, efficiency, customer service, and community impact.

Service level indicators indicate the volume of service delivered to residents. Results are often expressed on a per capita or common basis, such as the number of units of service provided per 100,000 population. For example, average nightly number of emergency shelter beds per 100,000 residents.

Efficiency measures the resources used in relation to the number of units of service provided. Results are in terms of cost per unit of service. For example, cost per km of road maintained in winter.
Customer service measures the quality of service delivered relative to service standards or the customers’ expectations. For example, the percent of surveyed long-term care residents and/or their families who are satisfied with the municipal long-term care home as a place to live.

Community impact measures the impact the program has on the area served. For example, the amount of residential waste diverted away from landfills through programs such as organics, blue box, leaf and yard, municipal hazardous or special waste and other recyclable materials (wood, metal and tires).

Balancing efficiency and customer service/community impact is an ongoing challenge. Focusing on efficiency in isolation may have an adverse impact on customer service or community impact and vice versa. Regional staff continually strives to provide a balance between program efficiency and effectiveness (customer service and community impact).

Performance should be measured against peers as well as within the Region over time. Local factors may affect comparability, thus performance year over year is a good indicator of continuous improvement within an area.

Results For 2010

Many of the services reviewed and the specific measures address issues that have been the focus of discussions within the Region in budget deliberations, the strategic plan or in major studies. The following is brief commentary on the results for the Region on the measures included in the report. We have interpreted the results in each area, comparing the Region’s performance with the OMBI median and the Region’s own historical performance over time.

The median is the middle result of OMBI groups’ performance. For example, if the cost to process an invoice was $4.00, $4.25, $4.50, $5.00, $7.00, $8.00, and $10.00, the median cost would be $5.00. The mean, or mathematical average, would be $6.11.

Accounts Payable (page 13)
Accounts Payable (AP) performed well in the Region of Waterloo compared with OMBI’s median. All AP measures were better than the median including cost to process an invoice, # of invoices processed per staff, percentage of invoices paid within 30 days and the percentage of invoices paid over 60 days. AP cost efficiency, volumes, and reduction of late payments improved year over year.

Child Care Services (page 22)
While Child Care Services at the Region had the fewest regulated spaces, a greater percentage were subsidized and costs per subsidized space were lower than the median. The investment per child was at the median. Year over year percentage of subsidized spaces and investment per child has increased.

Emergency Hostel Services (page 28)
Emergency Hostel Services at the Region performed around the median for all results. Supply of beds were slightly under the median amount of beds per capita, demand was at the median rate of occupancy, with a slightly higher average length of stay than median. Cost per shelter bed was slightly less than the median.
Emergency Medical Services (EMS) (page 31)
EMS at the Region performed at around the median for most measures. Call volumes and hours of ambulance service were lower than the median, while the response times were slightly above median. Hospital off-load delay times are a challenge for EMS utilization. Performance is generally stable over time, although off-load delays have been increasing.

General Government (page 40)
General Government at the Region cost slightly more than the median for upper-tier governments but costs have been declining, closing the gap over time. General Government is comprised of the Council, the Clerk’s office, CAO office, some Finance, Human Resources, Communications, and Facilities Services.

General Revenue Services (page 42)
The Region’s Revenue collection continued to perform well. It billed out more revenues than the median and wrote off less than the median amount. Performance was stable over time. Both the cost of collection (cost to process and collect on invoices) and the time to collect (mean collection period for invoices) were less than the median. While OMBI median collection times increased, the Region actually managed to decrease collection times year over year. The amount of billings outstanding over 90 days was well below the median.

Information Technology Services (ITS) (page 46)
ITS at the Region experienced good utilization, well above the median for upper-tier governments. The Region was tied for the most visits per capita to its website amongst six upper-tier governments. The cost of ITS at the Region was less than median cost, both as a percentage of spending and as the cost per staff member supported. ITS recently completed an internal review that highlighted some areas of focus to maintain or improve service levels.

Investment Management Services (page 49)
The Region’s Investment Services performed well, obtaining better returns at median cost. The internally managed portfolio obtained a better than median investment yield, while its Management Expense Ratio (MER) was around the median.

Legal Services (page 51)
In terms of legal operating costs as a percentage of total municipal operating and capital costs, both internal and external legal hourly rates were slightly below the median cost. Year over year internal legal service costs went from slightly above median cost to slightly below median cost in 2010.

Library Services (page 54)
Library Services at the Region of Waterloo are provided to the four townships only. The cities in the Region have their own library services. The Region’s Library Services provided twice as many service hours per capita than the median and the holdings per capita were also more than the median. The usage per capita and borrowing turnover were less than the median, likely due to the smaller size of the Region libraries relative to the other OMBI municipalities. The cost per use was above the median, but has improved year over year, by way of declining operating costs per use.
Long-Term Care (LTC) Services (page 58)
Access to Long Term Care (LTC) services, defined as all LTC beds in the Region available as a percentage of population 75 or over, was at the median rate of 8.9%. The number of municipal LTC bed days per 100,000 population available was half the median amount, but the median is impacted by the inclusion of three northern comparators who are their primary LTC bed providers. In contrast, there are many private providers in Waterloo Region. The Region’s cost to provide a LTC bed day went from slightly below median to slightly above median cost in 2010. LTC resident satisfaction, at 95%, was at the median and has remained unchanged for the past three years.

Planning Services (page 69)
The volume of applications processed was just under the median, while the cost to process applications was slightly above median. Planning operating costs were slightly above median as well.

Road Services (page 77)
The Region’s volume of traffic, measured by vehicle KM travelled per lane KM on major roads, was at the median. Overall road and bridge conditions were slightly below the median reported. The cost to maintain the roads per lane KM and per KM of paved road were below the median, with the winter road maintenance costs dropping year over year from the median cost to second lowest amongst the upper-tier governments.

Social Assistance Services (page 81)
The time to determine client eligibility was slightly more than the median in 2010. The number of households receiving social assistance was at the median, increasing year over year for all OMBI participants including the Region. Clients in the Region were at the median for length of time for receiving social assistance.

The total monthly cost per case was at the median, however delivery was more efficient. More program dollars reached the service recipients and less was spent on administration than the median. The administrative cost was below the median, but the benefits delivered were above the median.

Social Housing Services (page 85)
The number of housing units per 1,000 households was at the median and the cost to provide a community housing unit was above the median. Year over year the cost per unit has increased for all OMBI participants including the Region. The cost to provide a community housing unit includes one-time grants. The Region had added capacity to access extra Social Housing Renovation and Retrofit Program (SHRRP) funding as well as funding for David Street regeneration.

Transit Services (page 95)
Utilization has increased from slightly below median to slightly above median for both number of conventional trips per capita and passenger trips per in-service vehicle hour. The cost of operation both in terms of per in-service vehicle hour and total vehicle hours have grown year over year to slightly above the median cost, although the cost per trip is at the median cost. Transit revenue as a percentage of operating cost is below the median rate and is one of the lowest of the comparators. The GRT Business Plan will be addressing this issue.
Waste Management Services (page 99)
Both the volume of waste collected per household and collection cost per tonne were slightly above the median. The volume of residential waste diverted away from the landfill was above the median and improved year over year to the third highest diversion rate in the OMBI group, with over half of all solid waste being diverted from landfill. The cost of diversion was below the median cost, but has become more expensive year over year.

Wastewater Services (page 104)
The amount of wastewater treated was just slightly below the median amount for two tier systems, decreasing year over year. This was driven by 2010 being a lower snowmelt year than the prior two years. The cost of treatment was slightly above median and has gone up year over year reflecting increased costs for required capital expansion.

Water Services (page 108)
The amount of water treated per 100,000 population was below the median and is the lowest of the two tier systems, reflecting the water conservation efforts in the Region. The cost of treatment is above median and has gone up slightly over time. The Region of Waterloo relies heavily on a complex network of groundwater wells and intricate river water sourcing, while many OMBI municipalities are adjacent to large lakes which proved relatively inexpensive water sources.

Use of Performance Measures

The OMBI performance measures compare services at a very high level. Regional staff also utilize program level measures to assist with the ongoing management of their services and processes. OMBI and other performance measurement results are used by Regional staff in a variety of ways, including ongoing performance improvement efforts and in forwarding recommendations to Committee and Council. For example, performance measurements are commonly utilized in reports to Committee to help describe the services being discussed and performance measurements are being integrated into budget issue papers.

Performance measurements also assist Internal Audit and the Corporate Leadership Team with identifying program review areas. They also provide input into program reviews to help evaluate program efficiency and effectiveness and to identify opportunities for improvement.

The OMBI Performance Benchmarking Report has been summarized at a relatively high level for Administration and Finance Committee. More detailed discussion and/or analysis of specific program areas could be referred to Audit Committee, if desired.

CORPORATE STRATEGIC PLAN:

The implementation of the OMBI Performance Measurement program supports the Strategic Plan - Focus Area 5 Service Excellence – Deliver excellent and responsive services that inspire public trust. More specifically, Action 5.2.1 addresses the development of service standards and performance targets and initiate improvement plans in selected departments while Action 5.3.2 involves the further Integration of performance measurement into Regional Programs.
FINANCIAL IMPLICATIONS:

As this report deals with performance measurement results of prior years, there are no direct financial implications arising from this report. However, staff analysis of performance measurement results are utilized as part of the Region’s service review program, budget process and continuous improvement initiatives.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Information for the OMBI performance measurements is collected from all departments in the Region. Staff from all Regional departments were involved with the development of the relevant sections in the public report and assisted with the commentary included above about each specific Regional service.

ATTACHMENTS:

Appendix 1 - OMBI 2010 Performance Benchmarking Report (Hard Copy for Councillors)

PREPARED BY:  A. Wong, Manager, Budgets and Performance Measurements

APPROVED BY:  A. Hinchberger, Acting Chief Financial Officer
TO: Chair T. Galloway and Members of the Administration and Finance Committee

DATE: December 6, 2011           FILE CODE: A02-30

SUBJECT: WATER AND WASTEWATER RETAIL BILLING PROCEDURES AND ADMINISTRATIVE CHARGES

RECOMMENDATION:

THAT the Regional Municipality of Waterloo take the following action related to its Water and Wastewater Retail billing procedures and administrative charges:

1. Approve the establishment of common billing and collection procedures for the administration and collection of retail water and wastewater revenue for the Townships of North Dumfries and Wellesley, pursuant to Report F-11-080, dated December 6, 2011;

2. Approve the proposed administrative charges for administering the retail water and wastewater program in the Townships of North Dumfries and Wellesley, pursuant to Report F-11-080, dated December 6, 2011;

3. Amend the Fees and Charges By-Law 11-015 to incorporate the administrative charges approved in Report F-11-080, effective March 1, 2012.

SUMMARY:

The Regional Municipality of Waterloo assumed ownership of the water and wastewater distribution system in the Township of North Dumfries and Township of Wellesley in 2005. Cambridge North Dumfries Hydro (CNDH) and the Township of Wellesley continued to provide billing and collection of revenue services in North Dumfries and Wellesley respectively. In the fall of 2009, CNDH advised the Region of Waterloo that effective September 30, 2010 they would no longer administer the billing and collection of retail water and wastewater for the Township of North Dumfries. Report F-10-087 (September 28, 2010) outlined to Administration & Finance Committee the action taken by Regional staff to ensure a smooth transition. Township of Wellesley staff has since contacted Region staff and indicated that the Township would like to discontinue the administration of retail water and wastewater billing and collection. Regional staff undertook a project to implement harmonized billing for retail water and wastewater customers in both Townships. Staff also reviewed current billing processes and charges across the Region and is now recommending that common billing and collection practices for the Townships of North Dumfries and Wellesley be established. Included in these recommended practices are administrative charges that will ensure the effective delivery and cost recovery for the program. The proposed processes and charges are within the range of practices and charges in the other area municipality (retail) water systems.
REPORT:

Background

The Region assumed the ownership and operations of the water distribution and wastewater collection systems within the Townships of North Dumfries and Wellesley in 2005. The Region continued the administrative arrangements for billing customers which were in place in each of the Townships. The Township of Wellesley continued to provide billing and customer service functions through Township staff for customers of the water system in Wellesley. The Region entered into a successor contract with Cambridge and North Dumfries Hydro (CNDH) to continue to provide billing and customer service functions for customers of the water system in North Dumfries. CNDH continued to provide a similar service for the City of Cambridge. In North Dumfries, the water/wastewater billing was included on the electric bill. In fall 2009, CNDH advised both the City and the Region that it would no longer provide this service for either of the municipalities effective September 30, 2010. To ensure continuation of service in the most effective manner, it was decided that the Region would provide the water/wastewater billing and collection services using specialized utility billing software.

A Project team, comprised of staff from various Regional departments affected by the change, worked to ensure an effective transition of the water/wastewater billing functions by October 1, 2010. Accounts are billed based on the approved Water and Wastewater Rates as set in the Regional Water and Wastewater By-Laws.

Report F-10-087 was presented to the Administration and Finance Committee on September 28, 2010 to inform of the action taken by Regional staff to ensure a smooth transition. The report also advised that recommendations would be brought forward regarding water and wastewater procedures and the harmonization of practices for the Township of North Dumfries and the Township of Wellesley.

The Township of Wellesley has contacted the Region and indicated that they would like to discontinue administering the billing and collection of retail water/wastewater and transfer this function to the Region. A project team has been established and the Region of Waterloo will assume responsibility for the administration of water/wastewater billing as of January 1, 2012.

Policies & Procedures for Administration of Retail Water/Wastewater

Finance staff conducted a review of the procedures used for the administration of retail water and wastewater accounts by the area municipalities in the Region. The review emphasized the need for having harmonized procedures across the retail system owned and operated by the Region of Waterloo, in order to deliver the program in an effective and efficient manner, limit the Region’s exposure to bad debts, protect ratepayers’ interests and align the billing and collection practices in the Region.

The chart following provides information on the proposed harmonized Regional practices, the procedures in the Township of North Dumfries (currently administered by the Region), and the procedures in the Township of Wellesley (currently administered by the Township of Wellesley staff) as well as the comparison of practices used by the other five area municipalities in the Region.

The recommendation for the proposed harmonized Regional processes is based on adhering to other current practices in the Region, minimizing the impact of retail water billing on the ratepayers, and limiting the impact on the residents affected by the proposed change.
### Region of Waterloo Proposed Processes Compared to other Current Area Municipal Processes of Retail Water/Wastewater Billing

<table>
<thead>
<tr>
<th>Item</th>
<th>Activity</th>
<th>Proposed harmonized processes for North Dumfries and Wellesley retail water billing</th>
<th>Current process for North Dumfries and Wellesley retail water billing</th>
<th>Range of current processes for the other municipalities in the Region for retail water billing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>What is billed and at what rates</td>
<td>Water and wastewater billing based on the approved user rates By-Laws.</td>
<td>Water and wastewater billing based on the approved user rates By-Laws.</td>
<td>The other five municipalities’ bill water and wastewater based on the approved user rates By-Laws.</td>
</tr>
<tr>
<td>2.</td>
<td>Meter Reading Frequency</td>
<td>Two alternating bi-monthly cycles: one month Township of North Dumfries, the other Township of Wellesley.</td>
<td>Bi-monthly for the Township of North Dumfries and quarterly for the Township of Wellesley.</td>
<td>Four of the other municipalities bill bi-monthly; one bills monthly.</td>
</tr>
<tr>
<td>3.</td>
<td>Bill due date</td>
<td>Standard utility practice: 21 days from billing date.</td>
<td>Standard utility practice: 21 days from billing date.</td>
<td>Four of the other five municipalities have due date of 21 days from billing date; one has due date of 15 days from mailing date.</td>
</tr>
<tr>
<td>4.</td>
<td>Bill Estimations</td>
<td>Maximum of two estimations allowed prior to having an investigation.</td>
<td>Unlimited number of estimations.</td>
<td>Four municipalities use actual readings with investigations started immediately and estimates are only used on occasion; one municipality allows for unlimited estimations.</td>
</tr>
<tr>
<td>5.</td>
<td>Who receives the bill</td>
<td>Property owner or property owner and tenant if there is a written agreement between owner and tenant and the owner assumes responsibility to pay if the tenant defaults. Current tenants are grandfathered. For new tenants, the owner is responsible for the bill.</td>
<td>Owner or tenant in the Township of North Dumfries and owner in the Township of Wellesley.</td>
<td>Four municipalities bill the owner and/or tenant if an agreement exists and the owner assumes responsibility for payment if tenant defaults. One municipality bills both owners and tenants.</td>
</tr>
<tr>
<td>6.</td>
<td>Collection process for delinquent accounts</td>
<td>Service disconnection and transfer to tax roll.</td>
<td>Delinquent account follow up for Township of North Dumfries and transfer to tax roll for the Township of Wellesley.</td>
<td>Four municipalities disconnect service and transfer to tax roll. One municipality disconnects only.</td>
</tr>
</tbody>
</table>
Proposed Administrative Charges

The review of billing procedures across the area municipalities identified that it is standard practice to charge administrative costs to utility customers to recover costs of providing services outside of usual billing and collection processes. There were a variety of administrative charges and rates used by various area municipalities. Staff considered all the charges used by the area municipalities and the table below lists the service charges and rates that staff recommends. These charges are expected to reduce the impact of program administration on the user rates. The following charges are recommended to be incorporated in the Administrative Fees and Charges By-Law with an effective date of March 1, 2012.

Region of Waterloo Proposed Retail Water/Wastewater Charges

<table>
<thead>
<tr>
<th>Charge Type</th>
<th>Proposed Retail Water Charges</th>
<th>Range of current area municipal retail water charges</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arrears transferred to tax roll</td>
<td>$50</td>
<td>$15 to $300</td>
<td>To register arrears on tax roll of the municipality where the property is registered.</td>
</tr>
<tr>
<td>Meter dispute test (no charge if meter is defective)</td>
<td>$50</td>
<td>$30 to $250</td>
<td>To resolve customer complaint of high readings due to defective meter.</td>
</tr>
<tr>
<td>New account set up</td>
<td>$30</td>
<td>$25 to $50</td>
<td>To set up a new utilities account.</td>
</tr>
<tr>
<td>Service reconnection fee</td>
<td>$100</td>
<td>$50 to $185</td>
<td>To cover the costs of monitoring an account in arrears, hand delivery of water shut off notice to customer and the cost of reconnecting the water.</td>
</tr>
<tr>
<td>Special read</td>
<td>$40</td>
<td>$25 to $50</td>
<td>To cover the cost of dispatching meter reading contractor outside the regular meter reading schedule.</td>
</tr>
<tr>
<td>Remote meter rewiring</td>
<td>$100</td>
<td>$120 to $140</td>
<td>To cover the costs of rewiring the remote reader (after one rewiring at the Region’s costs) or for damages resulting from construction.</td>
</tr>
<tr>
<td>Water certificate (within 48 hours of request)</td>
<td>$50</td>
<td>$15 to $60</td>
<td>To cover the costs to issue certificate at move out date verifying the status and outstanding amounts on the account.</td>
</tr>
<tr>
<td>Water certificate (same day)</td>
<td>$75</td>
<td>$75 to $80</td>
<td>Certificate required immediately.</td>
</tr>
</tbody>
</table>
The proposed fees provide for the recovery of the program delivery costs and have a marginal effect on overall water and wastewater retail revenue.

CORPORATE STRATEGIC PLAN:

The actions taken as outlined in this report align with Focus Area 5 of the Corporate Strategic Plan (Service Excellence) and the objective to ensure Regional programs and services are efficient and effective and demonstrate accountability to the public.

FINANCIAL IMPLICATIONS:

The proposed administration processes and charges will assist in the recovery of costs involved in providing water billing services. The charges will be brought forward for discussion and amendments on an annual basis during the budget process and will be included in the Water Distribution Operating Budget.

OTHER DEPARTMENT CONSULTATION/CONCURRENCE:

Staff from Transportation and Environmental Services, Water Services has reviewed and concur with the proposed procedures and administrative charges.

ATTACHMENTS:  Nil

PREPARED BY:  M. Oltean, Financial Analyst
               C. Bogusat, Financial Analyst

APPROVED BY:  A. Hinchberger, Acting Chief Financial Officer
TO: Chair T. Galloway and Members of Administration and Finance Committee

DATE: December 6, 2011 FILE CODE: F18-40

SUBJECT: SUMMARY OF CONSULTANT 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 Consultant Proposals between $100,000 and $300,000 must be reported to Administration and Finance Committee. Administrative awards for Consultant Proposals can occur if certain criteria are met. These criteria are:

- Establish a committee of the Chief Purchasing Officer (or delegate) and at least 2 employees for the department or departments requiring the consultant services;
- Establish the terms and conditions for the request for consultant proposals along with the criteria that will be utilized for the evaluation of the proposals;
- Advertise the request for proposals; and
- Evaluate the consultant proposals and tabulate the results in accordance with the established criteria.

As required by the By-law, a summary report will be submitted to Administration and Finance Committee outlining all consultant proposals awarded by staff. This revised consultant proposal award process has resulted in a more efficient and timely procurement process. Appendix 1 provides the details of the awards made by the Chief Administrative Officer (CAO) from January 1, 2011 through October 31, 2011. In the future, Consultant Proposals approved by the CAO will be incorporated into the Quarterly Summary Reports of Tenders/Proposals approved by the Chief Administrative Officer.

CORPORATE STRATEGIC PLAN:

This report supports and meets the objective of Focus Area 5 “Service Excellence” – Ensure Regional programs and services are efficient and effective and demonstrate accountability to the public.

FINANCIAL IMPLICATIONS: Nil
OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Staff from Transportation and Environmental Services assisted in the preparation of this report and Appendix 1.


PREPARED BY: C. Whitlock, Director of Procurement and Supply Services

APPROVED BY: A. Hinchberger, Acting Chief Financial Officer
## CAO APPROVED CONSULTANT AWARDS (January 1, 2011 to October 31, 2011)

<table>
<thead>
<tr>
<th>CONSULTANT AWARD NUMBER &amp; NAME</th>
<th>DESCRIPTION</th>
<th>AWARDED</th>
<th>NET COST OF AWARD (Net of HST Rebate)</th>
<th>BUDGET (1)</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>C2010-11 Consulting Services Agreement – GRT Business Plan</td>
<td>For the provision of the 2011-2014 GRT Business Plan</td>
<td>Dillon Consulting Ltd.</td>
<td>$152,566.74</td>
<td>$153,000 from the Regional Development Charges</td>
<td>Approved January 13, 2011</td>
</tr>
<tr>
<td>C2011-04 New Kitchener Zone 4 Trunk Watermain Assessment</td>
<td>For C2011-04 New Kitchener Zone 4 Trunk Watermain Class Environmental and Preliminary Design</td>
<td>Genivar Inc.</td>
<td>$191,207.58</td>
<td>$350,000 from Regional Development Charges; remaining funds will be utilized for completing supporting work for this project and for initiating the detailed design for the watermain</td>
<td>Approved April 27, 2011</td>
</tr>
<tr>
<td>C2011-31 Design for Runway 08-26 &amp; Guard Lights</td>
<td>For the provision of a detailed design for Rehabilitation of Runway 08-26 and for Runway Guard Lights at the Region of Waterloo International Airport</td>
<td>MMM Group</td>
<td>$101,486.35</td>
<td>$7,750,000 per the Region’s approved Ten Year Airport Capital Program; financing from both projects is to be provided from debentures; the ACAP application for the Rehabilitation of Runway 08-26 is awaiting final funding approval and is expected to be in the $3,000,000 range. If ACAP funds are approved for this project, the amount to be debentured will be reduced accordingly.</td>
<td>Approved May 5, 2011</td>
</tr>
<tr>
<td>C2011-07 ROW Active Transportation Master Plan</td>
<td>For the provision of the Active Transportation Master Plan: A Cycling and Walking Action Plan</td>
<td>IBI Group</td>
<td>$166,661.88</td>
<td>$250,000 from Regional Development Charges and Roads Capital Levy per the Region’s approved 2011 Transportation Capital Budget for the Active Transportation Master Plan.</td>
<td>Approved June 30, 2011</td>
</tr>
<tr>
<td>CONSULTANT AWARD NUMBER &amp; NAME</td>
<td>DESCRIPTION</td>
<td>AWARDED</td>
<td>NET COST OF AWARD (Net of HST Rebate)</td>
<td>BUDGET (1)</td>
<td>COMMENTS</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>----------------------</td>
<td>----------------------------------------</td>
<td>-------------------------------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>LOI2011-01 Consulting Engineering Services/Northfield Drive</td>
<td>For a Class Environmental Assessment and Preliminary Design for the Northfield Drive Corridor Study from Davenport Road to University Avenue, City of Waterloo</td>
<td>HDR Corporation of Cambridge</td>
<td>$259,281.66</td>
<td>$950,000 from the Regional Development Charges</td>
<td>Approved July 22, 2011</td>
</tr>
<tr>
<td>C2011-16 Administration &amp; Construction Inspection Services</td>
<td>For Contract Administration &amp; Construction Inspection Services – Waterloo Landfill Construction of North Expansion Area Cell Four (NE-4) and Leachate Collection System</td>
<td>Conestoga-Rovers &amp; Associates</td>
<td>$251,182.74</td>
<td>$300,000 to be funded by debentures; Region’s approved 2011 Waste Management Capital Program provides an overall budget of $4,532,000 in 2011 and 2012 for new cell NE-4 construction</td>
<td>Approved October 2, 2011</td>
</tr>
</tbody>
</table>
REGION OF WATERLOO
TRANSPORTATION & ENVIRONMENTAL SERVICES
Water Services
FINANCE
Financial Services and Development Financing

TO: Chair T. Galloway and Members of the Administration and Finance Committee
DATE: December 6, 2011
FILE CODE: C01-01
SUBJECT: WATER WORKS UPGRADE IN LLOYD BROWN (TOWNSHIP OF NORTH DUMFRIES) – ALTERNATIVE PAYMENT ARRANGEMENTS

RECOMMENDATION:

THAT The Regional Municipality of Waterloo enact a By-law, attached as Appendix A, to recover the costs of the installation of certain water works in the Lloyd Brown Settlement Area in the Township of North Dumfries; pursuant to Report F-11-081, dated December 6, 2011.

SUMMARY: Nil

REPORT:

Background

Report E-11-061.1, deferred from October 18, 2011 Planning & Works Committee, describes the project the Region undertook in 2010 to extend the municipal water distribution system to 49 unserviced properties in the Lloyd Brown settlement area, in the Township of North Dumfries (the “Benefited Properties”). Staff recommended approval of a fees and charges by-law to fully recover the costs from the 49 Benefited Properties when property owners opt to connect to the municipal system (the “Connection Charge”). The recommended connection charges for the by-law were as follows:

1) Single Family Dwelling (SFD) with water service lateral (41 units) $9,600.00
2) SFD without water service lateral (7 units) $8,400.00 + actual costs of lateral at the time of request
3) 1001 Orr’s Lake Road (7 equivalent SFD units) $65,500.00

At the October 18, 2011 Planning & Works Committee, the committee directed that staff prepare an additional report setting out alternative payment arrangements within the context of the discussion at the meeting.

Staff has reviewed this project’s plan for financing and recovery of costs plans, and also the financial plan for the recovery of costs for the recent Heidelberg water works upgrade (Report E-09-045) and the recent Northumberland Street in Ayr water works upgrade (Report E-10-028.1). In the case of the upgrade to the water works in Heidelberg, the connection to the new system was mandatory, with a water main charge of $11,407.33 and a lateral charge of $1,557.50 for the 12 benefitting properties. The Region made available to the benefitting property owners a 20-year financing plan with an interest rate of 4.25% per annum, which was based on the same terms offered by the Township of Woolwich to its affected property owners in Heidelberg. The rate of interest charged for
this financing was equivalent to Bank of Canada prime (2.5%) plus 1.75%. In the case of the Northumberland Street project in Ayr, the water works were installed for the benefit of Tampa Hall and Dumfries Industrial Park Inc. and the upfront water main costs were paid by those companies and the upfront lateral costs were paid by the Region. The benefitting property owners (13) have the opportunity to connect to the water/sewer service lateral at a cost of $12,242.81 with no financing plan being provided. Any costs recovered from any connections in relation to this water main charge are refunded to the two companies which financed the extension of the water main. The cost recovery plans noted above were based on the Region’s position that financing arrangements for water service connections are offered where the connection is mandatory.

Alternative Payment Arrangements

Lloyd Brown Settlement Area

Committee has directed that the Region consider offering alternative payment arrangements for the connections to the water works in the Lloyd Brown Settlement Area as an incentive to benefitting property owners to connect to the system at an earlier date than they might have planned. Staff has reviewed various options for alternative payment arrangements, taking into account that the deferral of a connection to a future date provides the property owner with the opportunity of financing a connection several years hence, for a connection that would be considerably more expensive at that date.

Having considered the options, staff proposes the following alternative payment arrangements for benefitting property owners that connect to the system:

- For connections to the system in calendar year 2012 the amount is the connection charges described above for connections with or without laterals;
- For connections to the system in 2013 and subsequent years, that the connection charges be reflective of the increasing costs for construction and therefore increased by an estimated amount of construction inflation for each year, that is, 2% annually;
- Connection charges be recovered over a period not to exceed 10 years, with the costs added to the bi-monthly water bill for the benefitting property owner, with the interest rate set at the time of the connection;
- Interest rate for connections to be set at Bank of Canada prime plus 1.75%, which rate is currently 3.0% plus 1.75% equalling 4.75%;
- Benefitting property owners be required to execute an agreement with the Region for repayment of the connection charges.

For a benefitting property owner connecting in 2012 with a Single Family Dwelling connection charge of $9,600.00, an amount of $201.62 would be added to the bi-monthly water invoice for the property, that is, for each two month period.

Northumberland Street in Ayr

As noted above, waterworks were recently installed in the Northumberland Street area in Ayr. The benefitting properties had the option of connecting at a set cost with no alternative payment arrangements. In light of the Committee direction that the Region consider alternative payment arrangement for the Lloyd Brown Settlement Area, Committee may wish to direct staff to bring forward an amendment to the By-law establishing the fees and charges for the recovery of the costs of the water works upgrade on Northumberland Street in Ayr that would provide the same financing arrangements as proposed for the Lloyd Brown Settlement Area for those benefitting property owners who connect to the system for Northumberland St.
CORPORATE STRATEGIC PLAN:

This project meets the objectives of the 2011-2014 Corporate Strategic Plan Focus Area 2: Growth Management and Prosperity, to “manage growth to foster thriving and productive urban and rural communities including Strategic Objective 2.2 to “develop, optimize and maintain infrastructure to meet current and projected needs” and Action 2.2.1 to “continue to prioritize and implement capital program projects required to meet community needs and ensure sustainability.”

FINANCIAL IMPLICATIONS:

The total cost for the construction of the water works to service the Benefited Properties was $516,893.01 and was funded by the Water Distribution Reserve Fund. The amount to be recovered from the benefitting property owners in the Lloyd Brown Settlement Area, together with the interest charged, will be returned to the Water Distribution Reserve Fund.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Legal Services assisted in the preparation of the proposed bylaw and this report.

ATTACHMENTS:

Appendix A – “A By-law to Impose a Fee and Charge Upon Owners of Land Who Derive or Will or May Derive a Benefit from Water Works Sufficient to Pay the Municipal Portion of the Capital Cost of the Works”

PREPARED BY:  N. Kodousek, Director, Water Services  
C. Barrett, Director of Financial Services and Development Financing

APPROVED BY:  T. Schmidt, Commissioner of Transportation & Environmental Services  
A. Hinchberger, Acting Chief Financial Officer
Appendix A

BY-LAW NUMBER ""Insert By-law Number""

OF

THE REGIONAL MUNICIPALITY OF WATERLOO

A By-law to Impose a Charge Upon Owners of Land Who Derive or Will or May Derive a Benefit from Water Works Constructed Along Certain Parts of Roseville Road, Hillside Avenue, Oakwood Drive and Brown Avenue, Township of North Dumfries

WHEREAS The Regional Municipality of Waterloo has undertaken the installation of water works to provide water services to certain lands along Roseville Road, Hillside Avenue, Oakwood Drive, and Brown Avenue in the Township of North Dumfries pursuant to its authority under the Municipal Act, 2001, S.O. 2001, c. 25, as amended;

AND WHEREAS persons who connect or have connected to the municipal services will receive an ongoing benefit.

AND WHEREAS The Regional Municipality of Waterloo has determined that it is desirable to recover a part of the municipal portion of the capital cost of the construction of the water works within the said benefiting area by imposing a charge pursuant to Section 391 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, upon the owners of the lands who derive or will or may derive a benefit therefrom;

NOW THEREFORE THE COUNCIL OF THE REGIONAL MUNICIPALITY OF WATERLOO ENACTS AS FOLLOWS:

1. In this By-Law:

   (1) "lateral charge" means the charge for the installation of each water lateral which shall be:

       (a) $1,200 for each water lateral that has been installed within the Lloyd Brown benefiting area as of the date this By-law comes into full force and effect, plus an increase of 2%, on a compounding basis, on January 1st of each year commencing on January 1, 2013; or

       (b) the actual cost of the Region, including but not limited to costs for construction works, staff time, legal and survey fees, application fees and consulting engineering fees, for the installation of each new water lateral within the Lloyd Brown benefiting area after the date this By-law comes into full force and effect;

   (2) "Lloyd Brown benefiting area" means:

       (a) the properties shown on Schedule “A” attached to this By-law that are designated as Benefiting Properties; and

       (b) any other properties that lie along the water main with the exception of those designated as Serviced Properties on Schedule “A” attached to this By-law;
(3) “main charge” means the charge for the capital cost of the water main which shall be deemed to be $8,400 per property plus an increase of 2%, on a compounding basis, on January 1st of each year commencing on January 1, 2013;

(4) “owner” means the person or persons registered on title as the owner or owners of the property;

(5) “Region” means The Regional Municipality of Waterloo;

(6) “Treasurer” means the Treasurer of the Region, his or her designate, or any successor position;

(7) “water lateral” means the pipe within the municipal road allowance that connects the water main to a property; and

(8) “water main” means the municipal water main that runs along Roseville Road between 520 meters west of the Brown Avenue road centerline and 110 meters east of the Brown Avenue road centerline, Hillside Avenue, Oakwood Drive and Brown Avenue in the Township of North Dumfries.

PART I – MAIN CHARGE AND LATERAL CHARGE

2. (1) Every owner of a property within the Lloyd Brown benefiting area who is connected to the water main as of the date this By-law comes into full force and effect shall pay the Region a main charge and lateral charge within 30 days of the date of any invoice from the Treasurer.

(2) The Region may charge interest at the rate of 12% per annum against any owner who fails to pay the main charge and lateral charge within 30 days of the Treasurer’s invoice.

3. (1) Where an owner of a property within the Lloyd Brown benefiting area requests in writing to the Region that its property be connected to the water main then the owner shall pay the Region a main charge and lateral charge.

(2) Every main charge and lateral charge imposed pursuant to subsection (1) of this section shall be paid in full to the Region before the connection is permitted.

4. (1) Notwithstanding subsection 3(2) of this By-law, an owner of a property within the Lloyd Brown benefiting area may apply in writing to the Region, and the Region may permit, that its property be connected to the water main and that the owner pay the main charge and lateral charge on a deferred basis in accordance with the terms and conditions of this section.

(2) Notwithstanding subsection (1) of this section, a deferred payment pursuant to this section shall not apply for a lateral charge if the water lateral is to be installed after the date this By-law comes into full force and effect. In such a case, the owner must pay the applicable lateral charge before the connection is permitted. All other provisions of this section in relation to the main charge shall apply accordingly.
(3) The owner shall pay interest on the main charge and lateral charge, if applicable, fixed at the rate of the then current Bank of Canada Prime Rate plus 1.75% per annum.

(4) The owner shall pay the main charge, lateral charge, if applicable, and interest as calculated in accordance with this section over the period of 10 years through equal payments on each water invoice for the property. The owner may pay the Region the balance of any deferred main charge and lateral charge at any time prior to the expiration of the 10 year deferral period.

5. For the purposes of this By-law, 1001 Orr’s Lake Road, Township of North Dumfries, and the 9 residences thereon, shall be deemed to be 7 properties with 5.8 laterals.

PART II – GENERAL

6. Schedule “A” shall form part of this By-law.

7. Without limiting any other remedy, the Treasurer shall have all necessary authority to request that the treasurer of The Corporation of the Township of North Dumfries add any outstanding or deferred main charge, lateral charge and interest under this By-law to the tax roll to the property that was connected to the water main and collect them in the same manner as municipal taxes.

8. The Treasurer shall have all necessary authority to prescribe administrative forms and agreements required under this By-law.

9. This By-law may be cited as the “Lloyd Brown Fees and Charges By-law”.

10. If any section or sections of this By-law or parts of it are found by any Court to be illegal or beyond the power of Council to enact, such section or sections or parts of it shall be deemed to be severable and all other sections or parts of this By-law shall be deemed to be separate and independent and shall continue to be in full force.

11. This By-law shall come into full force and effect upon final passing.

By-law read a first, second and third time and finally passed in the Council Chamber in The Regional Municipality of Waterloo this 14th day of December A.D., 2011.

__________________________________________
REGIONAL CLERK

__________________________________________
REGIONAL CHAIR
To Chair Jim Wideman and the Planning and the Works committee.
From John Klompenhouwer at [deleted], beside Lloyd Brown Settlement.

My complaint is, you say I have a lateral, but I disagree, your lateral is about 200 feet from my property line and about 400 feet from the center of my house. The other houses have a laterals at their property lines and at the center of their property lines not at the corner of their property lines.

If you say it is a private lane with a 18 feet right of way I disagree, I do not have the lane on my land deed so someone must own it, so I would say North Dumfries owns it and should be in charge of it.

I work for the City of Cambridge and we must maintain 18 foot right of ways like Barrie's Lane and and so on, so you can't say it is to narrow.

I would be interested in water if it is add to land taxes over time as Brian Campbell is proposing and if I have a proper lateral as above.

Thank-you John Klompenhouwer
TO: Chair T. Galloway and Members of the Administration and Finance Committee

DATE: December 6, 2011

FILE CODE: F11-20

SUBJECT: REGIONAL FUNDING FOR ARTS AND CULTURE ORGANIZATIONS

RECOMMENDATION:

THAT the Regional Municipality of Waterloo take the following actions with respect to the 2012 Grants to Arts and Culture Organizations, as further described in Report P-11-100/F-11-083, dated December 6, 2011:

a) subject to 2012 budget approval, approve funding for the core arts and cultural organizations as recommended in Report P-11-100/F-11-083 subject to the receipt of audited financial statements;

b) allocate an amount of $33,000 to the Creative Enterprise Enabling Organization (CEEO) on the condition that this amount be matched by funding from other sources and awarded to local arts and culture organizations through a competitive process;

c) direct staff to continue to explore options for streamlining and rationalizing municipal funding for arts and culture organizations within Waterloo Region; and

d) not consider new applications for funding of arts and culture operational grants until the study of municipal arts and cultural funding is completed and implemented.

SUMMARY:

This report summarizes the work that has been undertaken over the past year to address Regional Council’s direction that the Region collaborate with the Area Municipalities and the Creative Enterprise Enabling Organization to review municipal funding for arts and culture in the Region. Together, staff from these organizations have clarified and documented how the Region and Cities fund arts and culture organizations, agreed that providing greater certainty about funding helps arts organizations and should be recommended to Councils, agreed to work on simplifying the application process for funding, discussed potential fundamental changes to municipal funding of arts and culture organizations in the long term, and agreed to study change options and funding criteria.

The Region’s funding for arts, culture and heritage organizations has increased by $660,000 since 2008, slightly more than the $1 per capita requested in 2009 by the Prosperity Council. For 2012, the recommended total funding is $1,217,200. It is also recommended that the same four arts and culture organizations that were funded by the Region in 2011 be funded again in 2012. Such a status quo approach by the Region, in a year when the Area Municipalities are also not contemplating significant arts funding changes, would avoid introducing negative funding impacts among the core arts organizations. It is further recommended that $33,000 be allocated to the Creative Enterprise Enabling Organization (CEEO) on the condition that this amount be matched by funding from other sources and awarded to local arts and culture organizations through a competitive process. This is already being done by the City of Kitchener as an incentive to encourage matching funding for the arts.
REPORT:

In connection with the 2011 grants to arts and culture organizations, Regional Council considered Report RC-11-002, May 24, 2011, which summarized the Region’s current approach to funding designated core cultural organizations, and the requests that had been received from other cultural organizations, particularly galleries. Council approved the following recommendation:

“That the Regional Municipality of Waterloo work in collaboration with the new Creative Enterprise Enabling Organization (CEEO) and area municipalities to review municipal funding for arts and culture in the Region and that the Region maintain its current approach and policies to arts and culture funding until such time as it undertakes any changes which may emerge from such a review and appropriate funding is in place.”

Work Completed in 2011

In response to the direction from Regional Council, the Regional and three City CAOs, along with appropriate staff and the CEEO, have met several times in 2011 to discuss municipal funding for arts and culture. These meetings have resulted in useful and informative discussions about which municipalities fund which organizations, how funding approaches could be rationalized and improved, and the related role of the CEEO. There have been a number of accomplishments, which are described below.

1) Clarification and documentation on how the Region and Cities fund arts and culture organizations: The Region and Area Municipalities provide substantial funding support to multiple organizations each year. Two organizations (K-W Symphony and The Museum) received funds from the Region and the three cities in 2011. At least 20 arts organizations received funds from two or more municipalities. Funds flow from the municipalities through operating budgets, grants requiring an application, and in-kind resources.

2) Agreement that providing greater certainty about funding helps arts and culture organizations, and should be recommended to Municipal Councils: Several years ago, Kitchener Council instituted “Tier One” funding for some arts organizations, through which they receive annual operating funding on the basis of a multi-year agreement. Total available funding is subject to annual Council approval. The City of Waterloo is in the process of moving to a similar model. This provides greater certainty for arts organizations about their year-to-year base funding, and removes the requirement to complete annual application forms. To date, the Region has required annual applications from arts and culture organizations seeking Regional funding.

3) Agreement to work on simplifying the application process for funding: A sub-committee of municipal staff has met to review the various application forms that arts and culture organizations complete for funding and have agreed to continue to work on this in 2012. However, in the interim, the Region could streamline the process for the four organizations it has funded over the past several years.

4) Discussion on potential fundamental changes to municipal funding of arts and culture organizations in the longer term: Several municipal funding models were discussed by the CAOs. However, with the role of the CEEO just being established, and still unclear to Councils, it was determined that more information is needed before recommendations could be made.
5) Agreement to study change options and funding criteria: The CEEO, Region, and Area Municipalities agreed that a study is needed to consider municipal funding of arts and culture organizations in the Region, with the purpose of better understanding municipal funding expectations, rationalizing which municipalities fund which organizations, and establishing allocation criteria and performance measures.

Funding Considerations in 2012

Over the past three years (starting in 2009), there has been a significant increase in municipal operating funding of arts and culture organizations. For the Region of Waterloo and the Cities of Kitchener and Waterloo, the available grant dollars have been increased by the equivalent of at least $1 per capita, in response to a recommendation of the Prosperity Council/Creative Enterprise Task Force in 2009. This increase has been included into the base operating budgets for the Region and the City of Waterloo. In Kitchener, it was allocated as one-time funding for 2011 and 2012. Capital funding by the municipalities is not considered in this report.

This increase in funding has sometimes been called “sustainability funding”, as the primary impetus for the increase was the finding by the Creative Enterprise Task Force that existing core cultural organizations required additional funding to remain viable. One recommendation of the Task Force was that annual funding for the local creative sector from municipal, private sector, and senior government sources, should be increased by at least $3 million, or $1 million from each. The municipal sector contribution was proposed to be $1 per capita for the Region, and for each of the Area Municipalities. To date, the Region, Kitchener, and Waterloo have budgeted for the increased funding. The Creative Enterprise Enabling Organization is to focus on achieving an equivalent increase in funding from senior government levels and the private sector.

The following table shows complete details of the allocation of the Region’s funding to arts, culture and heritage organizations, which has increased by $660,000 from $557,200 in 2008 to $1,217,200 in 2011.

<table>
<thead>
<tr>
<th>Organization</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Museum</td>
<td>70,000</td>
<td>250,000</td>
<td>300,000</td>
<td>360,000</td>
</tr>
<tr>
<td>K-W Symphony</td>
<td>130,000</td>
<td>200,000</td>
<td>300,000</td>
<td>360,000</td>
</tr>
<tr>
<td>Grand Philharmonic</td>
<td>20,000</td>
<td>20,600</td>
<td>28,000</td>
<td>30,000</td>
</tr>
<tr>
<td>Grand River Film Festival</td>
<td>0</td>
<td>10,266</td>
<td>10,000</td>
<td></td>
</tr>
<tr>
<td>WRAC</td>
<td>30,000</td>
<td>31,000</td>
<td>31,000</td>
<td>0</td>
</tr>
<tr>
<td>K-W Arts Awards</td>
<td></td>
<td>3,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sub-Total: Grants to Arts and Culture Organizations</strong></td>
<td><strong>250,000</strong></td>
<td><strong>505,100</strong></td>
<td><strong>669,266</strong></td>
<td><strong>760,000</strong></td>
</tr>
<tr>
<td>Waterloo Region Arts Fund</td>
<td>204,800</td>
<td>208,800</td>
<td>215,600</td>
<td>248,800</td>
</tr>
<tr>
<td>W R Heritage Foundation</td>
<td>102,400</td>
<td>104,400</td>
<td>107,800</td>
<td>108,400</td>
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<tr>
<td>CEEO Administration</td>
<td></td>
<td>100,000</td>
<td>100,000</td>
<td></td>
</tr>
<tr>
<td><strong>Total: Arts, Culture, Heritage</strong></td>
<td><strong>557,200</strong></td>
<td><strong>818,300</strong></td>
<td><strong>1,092,666</strong></td>
<td><strong>1,217,200</strong></td>
</tr>
</tbody>
</table>

The funding growth in 2009, 2010 and 2011 has achieved the “$1 per capita increase” at the Regional level, and no new money, aside from inflation, is being proposed for 2012. In keeping with other grants programs, a 3% inflation increase is being recommended in the 2012 budget, bringing the total budget for arts and culture organization grants to $816,000.
Proposed Regional Funding Allocation in 2012

As there is no increase beyond inflation included in the 2012 budget for arts and culture grants, it is proposed that only the same four core organizations that were funded by the Region in 2011 be funded again in 2012. They would each receive their 2011 grant allocation plus an adjustment for inflation. Such a status quo approach by the Region, in a year when the Area Municipalities are also not contemplating significant arts funding changes, would avoid introducing negative funding impacts among the core arts and culture organizations.

With this direction, there would be no need for these organizations to submit the usual application forms required in previous years. For 2012, it is recommended that each organization submit only a cover letter requesting funding, and their most recent audited and interim Financial Statements.

It is further recommended that $33,000 be allocated to the Creative Enterprise Enabling Organization (CEEO) on the condition that this amount be matched by funding from other sources and awarded to local arts and culture organizations through a competitive process. As noted above, the CEEO has a mandate to leverage funding from multiple sources to support arts organizations. In 2011, Kitchener’s contribution of $20,000 to the CEEO was leveraged through private sector donations into $50,000 total funding which was awarded through an application process. Out of 59 applications, 12 organizations received investments ranging from $500 to $10,000, with the intention that the investment be used to enable sustainable revenue growth. It would be highly desirable for the CEEO to have 2012 funds with which to leverage private sector donations and funding from other sources to create a larger pool of financing for continued investments in the region’s arts sector.

In summary, the recommended 2012 grant allocations for arts and culture organizations subject to final Regional Council budget approval would be:

<table>
<thead>
<tr>
<th>Organization</th>
<th>Recommended 2012 Allocation</th>
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</thead>
<tbody>
<tr>
<td>TheMuseum</td>
<td>$370,900</td>
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<tr>
<td>K-W Symphony</td>
<td>$370,900</td>
</tr>
<tr>
<td>Grand Philharmonic</td>
<td>$30,900</td>
</tr>
<tr>
<td>Grand River Film Festival</td>
<td>$10,300</td>
</tr>
<tr>
<td>CEEO (to be matched and distributed)</td>
<td>$33,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$816,000</strong></td>
</tr>
</tbody>
</table>

In addition, the draft 2012 base operating budget includes funding for CEEO Administration ($100,000), Waterloo Region Arts Fund ($252,400), and Waterloo Region Heritage Foundation ($110,200) for a total funding to arts, culture and heritage organizations of $1,278,600.

Further Study

The Region, the Area Municipalities and the CEEO are agreed that a more rigorous study of municipal funding for arts and culture organizations is needed, and should be initiated in 2012. The
objective would be to ensure greater success of core and emerging arts organizations in the Region by creating sustainable funding. The study would consider total funding needs, rationalization of who funds what, allocation criteria and performance measures. Arts and culture organizations and advisory committees would be consulted during this one to two year project.

CORPORATE STRATEGIC PLAN:

These recommendations support Action 2.4.1 of the Region’s Strategic Plan: “Work with the Creative Enterprise Enabling Organization, area municipalities and others to strengthen the arts and culture sector.”

FINANCIAL IMPLICATIONS:

Subject to the 2012 budget approval, the grants to arts and culture organizations would be $816,000 for 2012. The preliminary 2012 base budget included $816,000 for arts and culture grants as well as funding for CEEO Administration ($100,000), Waterloo Region Arts Fund ($252,400), and Waterloo Region Heritage Foundation ($110,200), for a total funding to arts, culture and heritage organizations of $1,278,600.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

This report has been prepared in consultation with the Finance Department.

ATTACHMENTS: Nil

PREPARED BY: L. Bish, Director, Community Services

APPROVED BY: R. Horne, Commissioner of Planning, Housing and Community Services
               A. Hinchberger, Acting Chief Financial Officer
<table>
<thead>
<tr>
<th>Meeting date</th>
<th>Requestor</th>
<th>Request</th>
<th>Assigned Department</th>
<th>Anticipated Response Date</th>
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<tr>
<td>04-Mar-08</td>
<td>P&amp;W</td>
<td>Best Value Bidding</td>
<td>Finance/Purchasing</td>
<td>2012</td>
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<td>26-Jan-10</td>
<td>Committee</td>
<td>Report on a policy related to development charge grants, exemptions and deferral requests, to include past history/practice, implications, and options.</td>
<td>Finance</td>
<td>2012</td>
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<tr>
<td>08-Jun-10</td>
<td>A&amp;F</td>
<td>Review current funding for the tax increment grant program, with full range of funding options.</td>
<td>Finance</td>
<td>2012</td>
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<td>23-Nov-10</td>
<td>A&amp;F</td>
<td>Assess the application of the prequalification guidelines (both generals and sub contractors) and report back to A &amp; F after one years experience</td>
<td>Finance</td>
<td>2012</td>
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<td>06-Sep-11</td>
<td>A&amp;F</td>
<td>Analysis of consulting fees on Regional capital projects</td>
<td>Facilities / Transportation &amp; Environmental Services</td>
<td>January 2012</td>
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