



# REGIONAL MUNICIPALITY OF WATERLOO ADMINISTRATION AND FINANCE COMMITTEE AGENDA

Tuesday, January 31, 2012

11:30 a.m.

(Time is approximate; meeting follows Planning and Works Committee)

Regional Council Chamber  
150 Frederick Street, Kitchener, Ontario

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

## 2. DELEGATIONS

## 3. REPORTS – Chief Administrative Officer

- a) [CA-EM-12-001](#), Debrief Report on Helicopter Crash – November 28, 2011 1

### REPORTS – Corporate Resources

- b) [CR-CLK-12-003](#), 2012 Accessibility Plan 22  
*(2012 Accessibility Plan circulated to Councillors and Senior Staff only)*

### REPORTS – Finance

- c) [F-12-008](#), Federation of Canadian Municipalities – 2012 Membership 28  
Association of Municipalities of Ontario – 2012 Membership
- d) [F-12-009](#), 2011 Accounts Receivable – Write Off of Uncollectible Accounts 32

## 4. INFORMATION/CORRESPONDENCE

## 5. OTHER BUSINESS

- a) [Council Enquiries and Requests for Information Tracking List](#) 36

## 6. NEXT MEETING – February 28, 2012

## 7. MOTION TO GO INTO CLOSED SESSION

THAT a closed meeting of the Community Services Committee be held on Tuesday, January 31, 2012 at 12:30 p.m. in the Waterloo County Room, in accordance with Section 239 of the Municipal Act, 2001, for the purposes of considering the following subject matters:

- a) proposed or pending disposition of land in the City of Cambridge and receiving of legal advice and opinion that is subject to solicitor-client privilege
- b) personal matters about identifiable individuals – committee appointments

## 8. ADJOURN



**REGION OF WATERLOO**

**OFFICE OF THE CHIEF ADMINISTRATOR  
Emergency Measures**

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**TO:** Chair Tom Galloway and Members of the Administration and Finance Committee

**DATE:** January 31, 2012

**FILE CODE:** C04-50, D29-03

**SUBJECT: DEBRIEF REPORT ON HELICOPTER CRASH – NOVEMBER 28, 2011**

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**RECOMMENDATION:**

THAT the Regional Municipality of Waterloo support the recommendations and take the follow-up proposed actions as presented in Report CA-EM-12-001.

AND THAT the Regional Municipality of Waterloo authorize the CAO, or designate, to execute an agreement with the Township of Woolwich for Fire protection and general Safety services in the vicinity of the Region of Waterloo International Airport.

**SUMMARY:**

NIL

**REPORT:**

On November 28, 2011, at approximately 11:32 a.m., a Great Lakes Helicopter (Robinson 22) carrying two people, crashed in a storm water pond on the southwest area of the Region of Waterloo International Airport. A student in the helicopter and a Great Lakes Helicopter instructor were the only two individuals on board. The instructor was pronounced dead at the scene and the student was transported to Grand River Hospital and later airlifted to Hamilton General Hospital.

As noted in the attached report (Appendix A), the crash was reported at approximately 11:32 a.m., and the injured victim was transported from the site at approximately 12:25 p.m.

It was acknowledged by all responding agencies that a debrief of the November 28, 2011 crash was needed. On December 21, 2011, a debrief meeting was chaired by Larry Gravill, former Chief of Police, Waterloo Regional Police Service. The debrief meeting reviewed the actions taken by all agencies that responded to this incident as well as recommendations for improvement.

The following lists those agencies that were part of the December 21<sup>st</sup>, 2011 debrief:

- Region of Waterloo (Transportation and Environmental Services/Airport, EMS, Emergency Planning, and Corporate Communications)
- Ministry of Health, Cambridge Central Ambulance Communications Centre (CCACC)
- NAV CANADA (Air Traffic Control Tower)
- Waterloo Regional Police Service
- City of Kitchener, Fire Chief and currently Deputy Regional Fire Coordinator
- City of Cambridge, Fire Chief and currently Regional Fire Coordinator
- Township of Woolwich, Fire Chief.

Larry Gravill (Retired Chief of Police) was asked by the Region of Waterloo to conduct a review of the emergency response to the incident, and provide a report on findings and recommendations to be presented to the Region of Waterloo and all key responder groups.

## **SUMMARY OF KEY FINDINGS**

Mr. Gravill's report detailing his findings and recommendations is attached as Appendix A: Helicopter Crash – November 28, 2011, Regional of Waterloo International Airport – Final Report, January 31, 2012

The following is a summary of key findings from the timeline provided by the various responding agencies that responded to the November 28, 2011 event (see attached Appendix A).

Developing an accurate chronology of the events and response to the November 28, 2011 incident proved somewhat challenging for several reasons. First, the “clocks”, and times recorded by the various agencies are not necessarily synchronized. Second, each agency has its own unique method of identifying times for various events during an emergency response (e.g. the time of a call may be recorded as the time the call taker picked up the phone, or the time at which the call taker recorded all the essential information related to the call). For purposes of establishing the chronology related to this event, times have been rounded to the nearest minute and the time of the crash has been identified as 11:32 a.m. The chronology captures the significant events of November 28, 2011 beginning with the first call received by the 9-1-1 call centre at 11:31:53 a.m. and all other response times have been synchronized to this.

The response to the initial crash of the helicopter at 11:32 a.m. followed the correct protocol. The Air Traffic Control Tower (NAV CANADA) contacted 9-1-1 Dispatch Centre indicating there was a helicopter down, approximately one kilometer south of the Region of Waterloo International Airport in the vicinity of Kossuth Road and Fountain Street. When this approximate location was relayed to 9-1-1 Dispatch Centre, the response was that of a “search and rescue”. It is important to note that in a search and rescue response, the exact location may not be known and that updated location, patient status, number of individuals involved, etc..., is transmitted to all key response personnel en-route to the incident/emergency.

While the timeline indicates the exact location of the crash site was known to the 9-1-1 Dispatch Centre (Waterloo Regional Police Service) at 11:35 a.m. but not relayed to Fire and EMS (CCACC) until 11:46/11:47 a.m., it is important to note that the WRPS Officer on scene provided information that the crash was on airport property at 11:43 a.m. The timeline for notification did not affect the ambulance response time.

Once emergency response personnel reached the actual crash site, the response to the victims went exactly as the responder groups are trained to do. Roles and responsibilities of the various agencies were clear, and the actions on site were appropriate, timely, professional and well coordinated.

The following are key recommendations from Mr. Gravill's report, along with proposed actions that will have a direct impact on Region of Waterloo staff.

### **Recommendation #1:**

The Fire Departments, Waterloo Regional Police Service, and Waterloo Region Emergency Medical Service, need to have one common dispatch model to ensure resources are quickly dispatched during emergencies. It is acknowledged that the Ministry of Health/Long Term Care (i.e. Cambridge Central Ambulance Communications Centre) continues to be unwilling to participate at this time. The first step in developing a common dispatch would be to have both Fire Dispatch Centres and

the Waterloo Regional Police Service co-locate. Refer to the latest report on the EMS Master Plan Update – Dispatch Model Review (PH-11-049) for a summary of all recommendations made by the Dispatch Model Review Working Group which was established in 2008 (PH-08-009 dated March 4, 2008). There are also previous reports from the EMS Master Plan Update – Dispatch Model Review (PH-10-007 dated January 26, 2010, and PH-10-030 dated June 22, 2010) that provide background for this specific recommendation.

**PROPOSED ACTION(S):**

- Convene the Dispatch Model Review Working Group in February 2012, with direction from the respective municipal government leaders and oversight boards, to develop a plan for co-location of the dispatch centres. The plan should include the logistics and estimated costs for this co-location so they are available for the 2013 budget process, with the final plan to be available by year end 2012.
- Meet with senior staff at the Ministry of Health and Long Term Care to encourage their continued involvement in the renewed discussions on co-location of dispatch centres.
- Develop a Governance plan that would identify how a co-location of dispatch centres would be staffed and operated.

**Recommendation #2:**

Establish a direct communication link between the Region of Waterloo International Airport and the Waterloo Region Police Service 9-1-1 Dispatch Centre for emergencies that involve Airport incidents.

**PROPOSED ACTION(S):**

- Modify the response protocol so that Region of Waterloo International Airport is notified in a timely way of any emergencies which involve aircraft.

**Recommendation #3:**

Review existing crisis communications policies and procedures as they relate to the roles and responsibilities of responding agencies (i.e. Region of Waterloo International Airport, Region of Waterloo Emergency Medical Services, Waterloo Region Police Service, and Transportation Safety Board) and how information regarding the emergency is relayed to media.

**PROPOSED ACTION(S):**

- Update the Region of Waterloo Emergency Response Plan's "Emergency Information" section to identify media spokesperson(s) for on site and off site media briefings and inquiries.
- Region of Waterloo Corporate Communications to conduct training on crisis communications policies and procedures as they relate to events at the Region of Waterloo International Airport.

**Recommendation #4:**

Strengthen joint emergency training between Region of Waterloo International Airport Fire personnel and Fire Departments from the Township of Woolwich, City of Cambridge, and the City of Kitchener.

**PROPOSED ACTION(S):**

- Region of Waterloo Airport staff recently met with staff from the surrounding fire departments and it has been agreed that Airport fire staff will be included in the various joint training opportunities such as emergency communications (e.g. InterService Communications), command structure, operational requirements, emergency planning exercises, etc.

**Recommendation #5:**

Clarify the roles and responsibilities of the Region of Waterloo International Airport Fire personnel for both onsite and offsite responses to emergencies. These new clarified roles and responsibilities should be built into any future Airport Emergency Response Plans and shared with key emergency responding agencies.

**PROPOSED ACTION(S):**

- Region of Waterloo and Township of Woolwich staff recently met to finalize an agreement which outlines the roles and responsibilities for both Region of Waterloo and the Township of Woolwich fire personnel. It is recommended that the Region of Waterloo enter into a formal agreement with the Township of Woolwich with respect to this.
- It is recommended that Region of Waterloo Airport staff provide the initial response to offsite emergencies involving aircraft within the boundaries defined by Kossuth Road, Menno Street, Shantz Station Road, and Fountain Street subject to still being able to meet the operational requirements at the airport. Airport staff would only respond to areas outside this boundary if requested by the local fire departments.

**Recommendation #6:**

If it is decided that the Region of Waterloo International Airport Fire personnel will respond to offsite emergencies involving aircraft, then it is recommended that Airport Fire personnel obtain the appropriate equipment to respond, as well as creating policies and procedures for that response. This should include installing a GPS (Global Positioning System) aboard all Fire response vehicles for tracking purposes and ensuring facilities and equipment are in place to facilitate a rapid "off site" response.

**PROPOSED ACTION(S):**

- As noted in this report under recommendation 5 airport staff intend to respond to aircraft incidents off site. Airport staff has contacted the Ministry of Transportation and the Office of the Fire Marshal to ensure that the appropriate licensing, equipment, insurance, etc. that is required for responding off site is put in place. The installation of GPS will be completed in all airport fire response vehicles.

**Recommendation #7:**

Ensure that addressing of all buildings located on the Region of Waterloo International Airport is completed and all names/addresses are provided to the 9-1-1 and other emergency service dispatch centres.

**PROPOSED ACTION(S):**

- The addressing (i.e. numbering) of all buildings and other key areas of the airport (e.g. storm water management ponds) is underway and is expected to be completed by March 1, 2012.
- Provide the new addressing to all key emergency response agencies (i.e. Fire Dispatch, CCACC, EMS, Police Dispatch, and Bell) and others as needed. This will be part of the regular updates provided by the Region of Waterloo GIS (Geographic Information Systems) updates.

**CORPORATE STRATEGIC PLAN:**

This Report supports the Region's Service Excellence Focus Area, particularly the strategic objective to ensure Regional programs are efficient, effective and demonstrate accountability to the public.

**FINANCIAL IMPLICATIONS:**

Implementing the recommendations may involve relatively minor costs to various Regional programs which can be accommodated within these program budgets.

**OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**

The Debrief was chaired by retired Police Chief, Larry Gravill (Waterloo Regional Police Service) and members included stakeholders from various agencies that responded to the emergency on November 28, 2011. The Region of Waterloo International Airport, Waterloo Region Emergency Medical Service, and Waterloo Regional Police Service were part of the consultation related to this report.

**ATTACHMENTS:**

Appendix A: Helicopter Crash – November 28, 2011, Regional of Waterloo International Airport – Final Report, January 31, 2012

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

**APPROVED BY:** *Michael L. Murray*, Chief Administrative Officer

APPENDIX A

**HELICOPTER CRASH – NOVEMBER 28<sup>TH</sup>, 2011  
REGION OF WATERLOO INTERNATIONAL  
AIRPORT**

**Report for  
Regional Municipality of Waterloo**

**January 31<sup>st</sup>, 2012**

**FINAL REPORT**

**R. Larry Gravill**

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## **1.0 Introduction:**

On November 28, 2011, at approximately 11:32 a.m., a Great Lakes Helicopter (Robinson 22) carrying two people, crashed in a storm water pond on the southwest area of the Region of Waterloo International Airport. A student in the helicopter and a Great Lakes Helicopter instructor were the only two individuals on board. The instructor was pronounced dead at the scene and the student was transported to Grand River Hospital and later airlifted to Hamilton General Hospital.

As noted in the attached report (Appendix A), the crash was reported at approximately 11:32 a.m., and the injured victim was transported from the site at approximately 12:25 p.m.

It was acknowledged by all responding agencies that a debrief of the November 28, 2011 crash was needed. On December 21, 2011, a debrief meeting was chaired by Larry Gravill, former Chief of Police, Waterloo Regional Police Service. The debrief meeting reviewed the actions taken by all agencies that responded to this incident as well as recommendations for improvement.

Larry Gravill (Retired Chief of Police) was asked by the Region of Waterloo to conduct a review of the emergency response to the incident, and provide a report on findings and recommendations to be presented to the Region of Waterloo and all key responder groups.

## **2.0 Debrief Participants:**

The Debrief meeting was well attended by all key staff/personnel from the agencies that responded on November 28<sup>th</sup>, 2011. Here is a list of those agencies:

- Region of Waterloo (Transportation and Environmental Services/Airport, EMS, Emergency Planning, and Corporate Communications)
- Ministry of Health, Cambridge Central Ambulance Communications Centre (CCACC)
- NAV CANADA (Air Traffic Control Tower)
- Waterloo Region Police Service
- City of Kitchener, Fire Chief and currently Deputy Regional Fire Coordinator
- City of Cambridge, Fire Chief and currently Regional Fire Coordinator
- Township of Woolwich, Fire Chief

**3.0 Summary of Findings from the Debrief:**

The following is a summary of key findings from the timeline provided by the various responding agencies that responded to the November 28, 2011 event (see Attachment A).

Developing an accurate chronology of the events and response to the November 28, 2011 incident proved somewhat challenging for several reasons. First, the “clocks”, and times recorded by the various agencies are not necessarily synchronized. Second, each agency has its own unique method of identifying times for various events during an emergency response (e.g. the time of a call may be recorded as the time the call taker picked up the phone, or the time at which the call taker recorded all the essential information related to the call). For purposes of establishing the chronology related to this event, times have been rounded to the nearest minute and the time of the crash has been identified as 11:32 a.m. The chronology captures the significant events of November 28, 2011 beginning with the first call received by the 9-1-1 call centre at 11:31:53 a.m. and all other response times have been synchronized to this.

Below is a timeline of the November 28, 2011 emergency event. Please see Attachment A (Timeline Matrix) for responses from each specific agency.

<b>November 28, 2011 Response to Helicopter Crash</b>	
<b>Timeline:</b>	<b>Agencies that Responded:</b>
11:32 a.m.	<ul style="list-style-type: none"> <li>• NAV CANADA (Air Traffic Control Tower) reports Aircraft down</li> <li>• NAV CANADA calls 9-1-1 Dispatch Centre to report a helicopter down, approximately one kilometer south of the Airport in the vicinity of Kossuth Road and Fountain Street.</li> <li>• NAV CANADA also triggers an alarm that goes directly to Region of Waterloo International Airport (YKF) staff.</li> <li>• Airport Staff confirm that this is not a drill and calls 9-1-1 Dispatch Centre.</li> <li>• Waterloo Region Police Service (WRPS) 9-1-1 Dispatch Centre receives the call that a helicopter is down near Kossuth Road and Fountain Street (believed to be off Airport Property).</li> </ul>
11:33 a.m.	<ul style="list-style-type: none"> <li>• WRPS 9-1-1 Dispatch a Police cruiser to the crash site.</li> <li>• WRPS 9-1-1 contacts CCACC for ambulance.</li> <li>• WRPS 9-1-1 Dispatch also receive a call from a Citizen on Airport property indicating they can see the helicopter in the water and stays on the line.</li> <li>• CCACC receives a call from WRPS 9-1-1 Dispatch.</li> </ul>
11:34 a.m.	<ul style="list-style-type: none"> <li>• CCACC dispatches an EMS ambulance to the Kossuth/Fountain location.</li> <li>• Two Citizens (working on a fence near the crash) respond to the accident and jump into the water to rescue the flight crew.</li> </ul>
11:35 a.m.	<ul style="list-style-type: none"> <li>• YKF staff goes to airport Fire hall and gets the fire truck and heads to the crash site on Kossuth/Fountain location. On the way, incurs damage to the fire truck as it passes through a YKF gate.</li> <li>• Citizen on the telephone confirms exact location on YKF property (storm pond).</li> <li>• Cambridge Fire Department (CFD) receives call from CCACC of a helicopter crash near Kossuth/Fountain.</li> <li>• CFD fire crews are dispatched from Preston and Galt to head to Kossuth Road and Fountain Street location.</li> </ul>

**Helicopter Crash – November 28<sup>th</sup>, 2011**

<b>November 28, 2011 Response to Helicopter Crash</b>	
<b>Timeline:</b>	<b>Agencies that Responded:</b>
11:36 a.m.	<ul style="list-style-type: none"> <li>WRPS 9-1-1 Dispatch gives out exact location of crash site to police officers responding to the crash scene.</li> <li>WRPS field officers get updated location and begin responding.</li> </ul>
11:38 a.m.	<ul style="list-style-type: none"> <li>WRPS 9-1-1 Dispatch calls EMS to get ETA.</li> </ul>
11:39 a.m.	<ul style="list-style-type: none"> <li>WRPS 9-1-1 Dispatch supervisor (Sergeant) calls Kitchener Fire Department (KFD) as per WRPS procedure. Asks for KFD response, and KFD asks for more information.</li> </ul>
11:40 a.m.	<ul style="list-style-type: none"> <li>WRPS officer reaches crash site.</li> </ul>
11:41 a.m.	<ul style="list-style-type: none"> <li>KFD Dispatch initially notifies Wilmot Fire Department and then quickly corrects and notifies Woolwich Fire Department to respond.</li> </ul>
11:42 a.m.	<ul style="list-style-type: none"> <li>Woolwich Fire notified that helicopter may have crashed at airport in their territory. Location of crash given as Kossuth/Fountain as per information provided by 9-1-1 Dispatch Centre.</li> <li>KFD dispatches fire crews from Breslau and Maryhill.</li> </ul>
11:43 a.m.	<ul style="list-style-type: none"> <li>CCACC receives update from WRPS 9-1-1 Dispatch - location of helicopter crash is on Airport property and that both victims pulled from helicopter.</li> <li>CFD Fire crews are looking for crash site in area of Kossuth/Fountain and encounter the YKF fire truck.</li> <li>CFD report seeing a small plane over Middlebrook Road and respond there looking for crash site.</li> </ul>
11:45 a.m.	<ul style="list-style-type: none"> <li>CCACC requests ORNGE Air OnScene for Region of Waterloo International Airport for two victims of a helicopter crash.</li> </ul>
11:46 a.m.	<ul style="list-style-type: none"> <li>Air Traffic Control Tower (NAV CANADA) calls WRPS 9-1-1 Dispatch to advise of exact location. WRPS 9-1-1 confirms exact location already known.</li> <li>YKF Emergency Response Supervisor reaches crash site.</li> <li>KFD Dispatch calls WRPS 9-1-1 for exact location and relays it to the Woolwich Fire Department fire crews (Breslau and Maryhill) that crash site is at Tiger Moth and Norseman Road on Airport property.</li> </ul>
11:47 a.m.	<ul style="list-style-type: none"> <li>CCACC calls WRPS 9-1-1 Dispatch for exact location. Exact location is given at this time.</li> <li>CFD calls WRPS 9-1-1 Dispatch and asks for updated location. CFD is given the updated location.</li> <li>Chris Wood (YKF General Manager) reaches the crash site.</li> </ul>
11:48 a.m.	<ul style="list-style-type: none"> <li>YKF fire truck reaches crash site.</li> <li>EMS ambulance near crash scene and Paramedics walk three (3) minutes to crash site to where victims are located.</li> <li>WRPS field officer on scene and advises WRPS 9-1-1 Dispatch that EMS and Fire at crash scene and very difficult for ambulance (and paramedics) to arrive at the crash site.</li> </ul>
11:51 a.m.	<ul style="list-style-type: none"> <li>CCACC confirms with 9-1-1 Dispatch that paramedics have arrived on scene.</li> </ul>
11:52 a.m.	<ul style="list-style-type: none"> <li>CFD fire crews reach crash site.</li> <li>Breslau and Maryhill fire crews reach crash site.</li> </ul>
11:54 a.m.	<ul style="list-style-type: none"> <li>CCACC contacts ORNGE Communications Centre to provide patient update.</li> </ul>
12:00 p.m.	<ul style="list-style-type: none"> <li>ORNGE Communications Centre contacts CCACC to advise ETA of 12:40 p.m. to Hospital.</li> <li>Second ambulance on scene with patients.</li> </ul>
12:14 p.m.	<ul style="list-style-type: none"> <li>Breslau and Maryhill (Woolwich Fire Department fire crews) advise patient in ambulance.</li> </ul>
12:25 p.m.	<ul style="list-style-type: none"> <li>Second ambulance departs crash scene with male patient and goes to Grand River Hospital.</li> </ul>

The response to the initial crash of the helicopter at 11:32 a.m. followed the correct protocol. The Air Traffic Control Tower (NAV CANADA) contacted 9-1-1 Dispatch Centre indicating there was a helicopter down, approximately one kilometer south of the Region of Waterloo International Airport in the vicinity of Kossuth Street and Fountain Road. When this approximate location was relayed to 9-1-1 Dispatch Centre, the response was that of a “search and rescue”. It is important to note that in a search and rescue response, the exact location may not be known and that updated location, patient status, number of individuals involved, etc..., is transmitted to all key response personnel en-route to the incident/emergency.

While the timeline indicates the exact location of the crash site was known to the 9-1-1 Dispatch Centre (Waterloo Regional Police Service) at 11:35 a.m. but not relayed to Fire and EMS (CCACC) until 11:46/11:47 a.m., it is important to note that the WRPS Officer on scene provided information that the crash was on airport property at 11:43 a.m. The timeline for notification did not affect the ambulance response time.

Once emergency response personnel reached the actual crash site, the response to the victims went exactly as the responder groups are trained to do. Roles and responsibilities of the various agencies were clear, and the actions on site were appropriate, timely, professional and well coordinated.

#### 4.0 Recommendations:

Below is a list of recommendations for all key agencies that responded on November 28<sup>th</sup>, 2011. The intent of the list is to provide some direction on how to enhance the response capacity of all emergency response personnel in future emergencies.

#### Recommendations:

1. The Fire Departments, Waterloo Regional Police Service, and Waterloo Region Emergency Medical Service, need to have one common dispatch model to ensure resources are quickly dispatched during emergencies. It is acknowledged that the Ministry of Health/Long Term Care (i.e. Cambridge Central Ambulance Communications Centre) continues to be unwilling to participate at this time. The first step in developing a common dispatch would be to have both Fire Dispatch Centres and the Waterloo Regional Police Service co-locate. Refer to the latest report on the EMS Master Plan Update – Dispatch Model Review (PH-11-049) for a summary of all recommendations made by the Dispatch Model Review Working Group which was established in 2008 (PH-08-009 dated March 4, 2008). There are also previous reports from the EMS Master Plan Update – Dispatch Model Review (PH-10-007 dated January 26, 2010, and PH-10-030 dated June 22, 2010) that provide background for this specific recommendation.

***N.B. A list of all related Council Reports has been included in Attachment B: Emergency Medical Service (EMS) Master Plan Reports to Regional Council.***

To proceed with the one common dispatch model, it is recommended to convene the Dispatch Model Review Working Group, with direction from the respective municipal government leaders and oversight boards, to develop a plan for co-location of the dispatch centres. The plan should include the logistics and estimated costs for this co-location so they are available for the 2013 budget process, with the final plan to be available by year end 2012.

2. Establish a direct communication link between the Region of Waterloo International Airport and the Waterloo Region Police Service 9-1-1 Dispatch Centre for emergencies that involve Airport incidents.
3. Review existing crisis communications policies and procedures as they relate to the roles and responsibilities of responding agencies (i.e. Region of Waterloo International Airport, Region of Waterloo Emergency Medical Services, Waterloo Region Police Service, and Transportation Safety Board) and how information regarding the emergency is relayed to media.
4. Strengthen joint emergency training between Region of Waterloo International Airport Fire personnel and Fire Departments from the Township of Woolwich, City of Cambridge, and the City of Kitchener.

- |   |
|---|
| <p>5. Clarify the roles and responsibilities of the Region of Waterloo International Airport Fire personnel for both onsite and offsite responses to emergencies. These new clarified roles and responsibilities will be built into any future Airport Emergency Response Plans and shared with key emergency responding agencies.</p>  |
| <p>6. If it is decided that the Region of Waterloo International Airport Fire personnel will respond to offsite emergencies involving aircraft, then it is recommended that Airport Fire personnel obtain the appropriate equipment to respond, as well as creating policies and procedures for that response. This will include installing a GPS (Global Positioning System) aboard all Fire response vehicles for tracking purposes and ensuring facilities and equipment are in place to facilitate a rapid “off site” response.</p> |
| <p>7. Ensure that addressing of all buildings located on the Region of Waterloo International Airport is completed and all names/addresses are provided to the 9-1-1 and other emergency service dispatch centres.</p>  |
| <p>8. Provide additional training within the 9-1-1 Dispatch Call Centre to ensure that all the responding agencies receive all updated locations of emergency sites until all key responders are at the emergency site (see attachment A: Incident Matrix/Timeline).</p>  |
| <p>9. Need to train all key emergency responding agencies on unified command structure. Unified command is a common language used during an emergency and ensures that one Incident Site Commander is identified. An agreement between all seven municipal Fire Departments, Waterloo Region Police Service (WRPS), Ontario Provincial Police (OPP), and Waterloo Region Emergency Medical Service (EMS) was signed in 2011. The Region of Waterloo International Airport should be familiar with and/or a party to this agreement.</p> |

## **5.0 Conclusion:**

In reviewing the timeline matrix (see attachment A: Incident Timeline Matrix), the number of agencies and communication centres represented on this single incident highlights the need for all agencies to be located in one common dispatch centre. This is supported in previous recommendations as highlighted in Region of Waterloo Council Reports (Council Reports PH-10-007 dated January 26, 2010, and PH-10-030 dated June 22, 2010) that dispatching should be co-located and/or consolidated into one dispatch centre. The plan should include the logistics and estimated costs for this co-location.

The operational interaction of all emergency services personnel at the crash site is indicative of the high level of efficiency that serves our community well.

Attachment A: Incident Timeline Matrix

Nov. 28, 2011 Incident Timeline:	NAV CANADA	Airport	9-1-1 Dispatch (WRPS)	EMS (CCACC)	Police (Field Units)	Cambridge Fire	Woolwich Fire (KFD Dispatch)	Other
11:32 AM	<p>Reports of helicopter down and calls 9-1-1 Dispatch Center indicating location approx 1 km south of YKF in vicinity of Kossuth &amp; Fountain.</p> <p>Alarm is triggered to let YKF staff also know of the helicopter down.</p>	<p>Staff asks tower if a drill. Confirms not - call made to police dispatch</p>	<p>Receives call that helicopter down near Kossuth Rd &amp; Fountain St. believe off airport property</p>					
11:33			<p>Dispatch cruiser to the crash site</p> <p>Call CCACC re ambulance</p> <p>Receive call from citizen – can see helicopter in water</p>	<p>CCACC receives call from 9-1-1 dispatch</p>				

**Helicopter Crash – November 28<sup>th</sup>, 2011**

Nov. 28, 2011 Incident Timeline:	NAV CANADA	Airport	9-1-1 Dispatch (WRPS)	EMS (CCACC)	Police (Field Units)	Cambridge Fire	Woolwich Fire (KFD Dispatch)	Other
11:34				Ambulance is dispatched to crash site				Fence workers jump into water to help rescue flight crew
11:35		Airport firefighter goes to airport fire hall to get truck and heads to Kossuth/ Fountain location. At gate, swipes maglock to open gate and hits card swipe bollard damaging side of vehicle and continues to Kossuth/ Fountain location.	Citizen who called in at 11:33 remains on the phone now confirms exact crash site on airport property			CFD receives call from CCACC of a helicopter crash near Kossuth & Fountain  Dispatch fire crews from Preston and Galt to head to Kossuth/Fountain Location		
11:36			9-1-1 Dispatch gives out exact location of crash site to police officers		Officers get updated location and begin responding.			

**Helicopter Crash – November 28<sup>th</sup>, 2011**

Nov. 28, 2011 Incident Timeline:	NAV CANADA	Airport	9-1-1 Dispatch (WRPS)	EMS (CCACC)	Police (Field Units)	Cambridge Fire	Woolwich Fire (KFD Dispatch)	Other
11:37								
11:38			9-1-1 Dispatch calls EMS to get ETA.					
11:39			Dispatch supervisor (sergeant) calls KFD as per WRPS procedure. Asks for KFD response. KFD asks for more information.					
11:40					Police reach crash site.			
11:41							Wilmot Fire initially mistakenly notified then quickly corrected to Woolwich Fire	
11:42							Woolwich Fire notified that helicopter may have crashed at airport in their territory. Location given as Kossuth/Fountain per info from 9-1-1	

**Helicopter Crash – November 28<sup>th</sup>, 2011**

Nov. 28, 2011 Incident Timeline:	NAV CANADA	Airport	9-1-1 Dispatch (WRPS)	EMS (CCACC)	Police (Field Units)	Cambridge Fire	Woolwich Fire (KFD Dispatch)	Other
							KFD dispatches fire crews from Breslau and Maryhill	
11:43				CCACC receives update from WRPS – location of helicopter crash on airport grounds. Both victims pulled from helicopter		Fire crews are looking for crash site in area of Kossuth/Fountain and encounter airport fire truck.  CFD report seeing a small plane over Middlebrook Road and respond there looking for crash site.		
11:44								
11:45				CCACC request ORNGE Air OnScene for Region of Waterloo International Airport for two victims of a helicopter crash.				

**Helicopter Crash – November 28<sup>th</sup>, 2011**

Nov. 28, 2011 Incident Timeline:	NAV CANADA	Airport	9-1-1 Dispatch (WRPS)	EMS (CCACC)	Police (Field Units)	Cambridge Fire	Woolwich Fire (KFD Dispatch)	Other
11:46		Air Traffic Control Tower calls 9-1-1 Dispatch to advise exact location (already known to 9-1-1).  Airport Emergency Response Supervisor reaches crash site.	Dispatch receives a call from KFD with request for location.  Location given as on airport property near Tiger Moth and Norseman road				KFD Dispatch for Woolwich Fire calls re updated address. Given updated location by 9-1-1 Dispatch Centre at this time.  KFD Dispatch to Breslau fire crew location is on Airport property at Tiger Moth and Norseman road.	
11:47		Chris Wood (Airport manager) reaches crash site		CCACC calls 9-1-1 Dispatch for exact location update – given correct location at this time		Calls WRPS 9-1-1 and asks for updated location. Now given updated exact location		
11:48		Airport fire truck reaches crash site		Ambulance near crash scene, Paramedics walk for 3 mins to crash site	WRPS on scene advise EMS and Fire now at crash scene and very difficult for ambulance to arrive at crash site.			
11:49								
11:50								
11:51				CCACC Ambulance indicates Paramedics on scene				

**Helicopter Crash – November 28<sup>th</sup>, 2011**

<b>Nov. 28, 2011 Incident Timeline:</b>	<b>NAV CANADA</b>	<b>Airport</b>	<b>9-1-1 Dispatch (WRPS)</b>	<b>EMS (CCACC)</b>	<b>Police (Field Units)</b>	<b>Cambridge Fire</b>	<b>Woolwich Fire (KFD Dispatch)</b>	<b>Other</b>
11:52						Cambridge fire crews reach crash site	Breslau and Maryhill fire crews reach crash site	
11:53								
11:54				CCACC contacts ORNGE Comm Centre to provide patient update				
11:55								
12:00 PM				ORNGE Comm Centre contacts CCACC to advise ETA of 12:40 p.m. to Hospital. Second Ambulance on scene with second patient.				
12:05								
12:10								
12:15							12:14 p.m. Breslau and Maryhill advise patient in ambulance	
12:25				Second ambulance departs for hospital with injured victim				

**Attachment B: EMS Master Plan Reports to Regional Council**

Report: PH-07-061 dated December 4, 2007;  
Report: PH-08-009 dated March 4, 2008;  
Report: PH-10-007 dated January 26, 2010;  
Report: PH-10-030 dated June 22, 2010; and,  
Report: PH-11-049 dated October 18, 2011

To obtain copies of these reports, please go to the following website to view/copy:

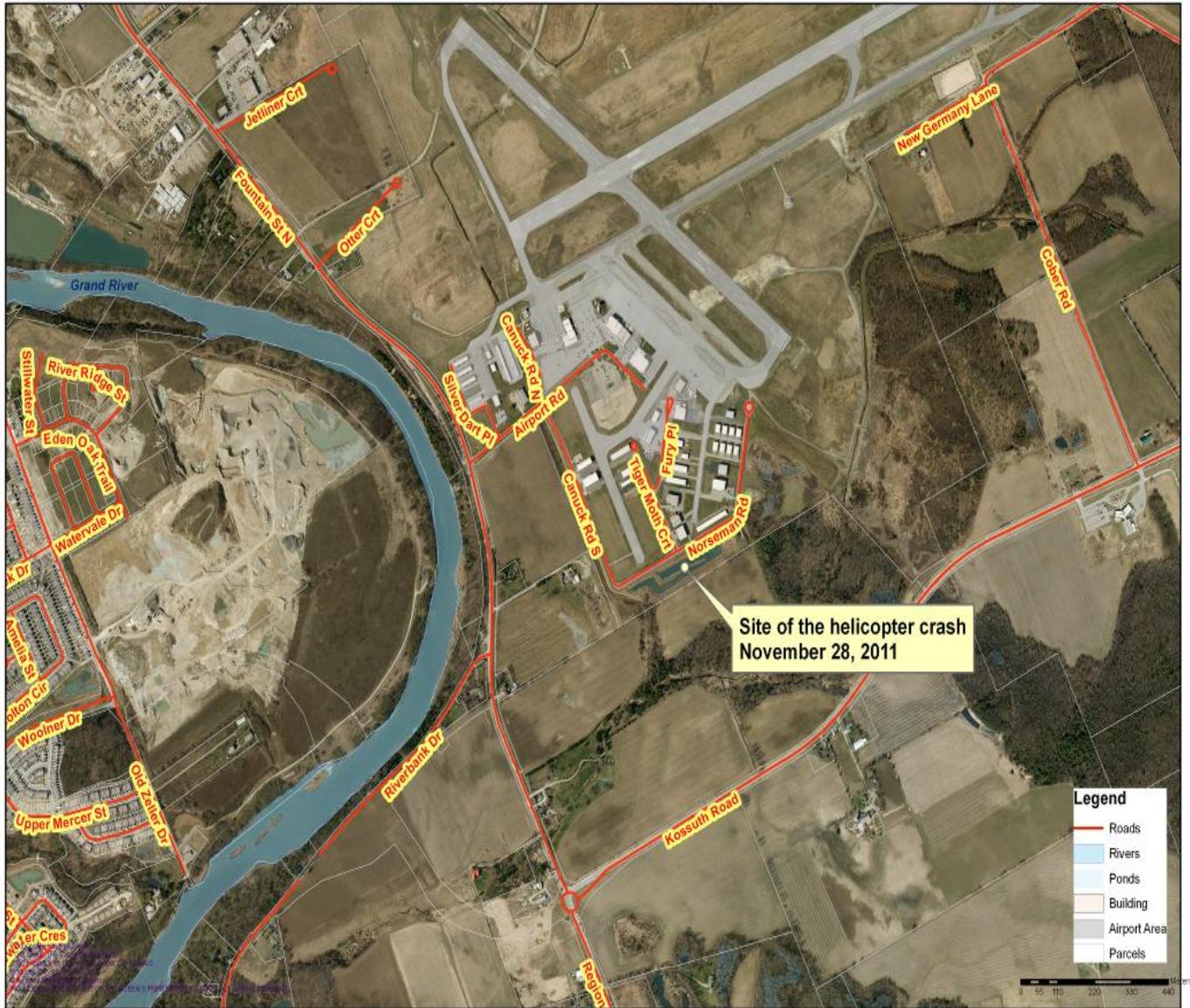
[http://www.regionofwaterloo.ca/en/regionalGovernment/ArchivedAgendasMinutes  
.asp](http://www.regionofwaterloo.ca/en/regionalGovernment/ArchivedAgendasMinutes.asp)

*N.B. Scroll down to the Community Services Committee (Standing Committee of Council) and go to the Report Date and the Report(s) is embedded in the Council minutes*

Attachment C: Map of Airport and location of the Helicopter Crash



Region of Waterloo Airport





**REGION OF WATERLOO**

**CORPORATE RESOURCES  
Council and Administrative Services**

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**TO:** Chair Tom Galloway and Members of the Administration and Finance Committee

**DATE:** January 31, 2012

**FILE CODE:** L11-50

**SUBJECT: 2012 ACCESSIBILITY PLAN**

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**RECOMMENDATION:**

THAT the Regional Municipality of Waterloo adopt the 2012 Accessibility Plan;

AND THAT the 2012 Accessibility Plan be sent to the Ministry of Community and Social Services for information as outlined in Report CR-CLK-12-003.

**SUMMARY:**

Under the *Ontarians with Disabilities Act, 2001* the Region of Waterloo is required to create and make available to the public an annual accessibility plan. The annual accessibility plan must outline the actions completed in the previous year and the actions planned for the coming year, to identify, prevent, and remove barriers for people with disabilities. The following report presents the Region of Waterloo 2012 Accessibility Plan, providing an overview of the plan, including an update in the required transportation standards which became effective for Grand River Transit on January 1, 2012. The report also contains a summary of feedback from the Grand River Accessibility Advisory Committee. The 2012 Accessibility Plan outlines the actions completed by the Region of Waterloo and Waterloo Regional Police Services in 2011, and describes the activities planned for 2012 to ensure that programs, services, and facilities are inclusive for people with disabilities.

**REPORT:**

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

In 2005 the AODA came into effect, giving the Province the mandate to create sets of accessibility standards which must be met by both the public and private sector, in the areas of: customer service, information and communication, employment, transportation, and the built environment.

Since January 1, 2010 the Region of Waterloo has met compliance with the AODA Customer Service Regulation (Ont. Reg. 429/07). As required by the regulation, on January 1, 2012 Waterloo Regional Police Services achieved compliance with the Customer Service Regulation.

On June 3, 2011 the Province of Ontario released the Integrated Accessibility Standard (IAS), which combines the accessibility requirements for information and communication, employment, and transportation, and includes general requirements such as policy, planning, and training. The requirements of the IAS are to be implemented in a staged approach, between 2011 and 2021, with the majority of work for the Region of Waterloo and Waterloo Regional Polices Services being completed by 2014 and 2015, respectively.

On June 21, 2011, an information report was presented to the Planning and Works Committee (Report# CR-CLK-11-010/E-11-074), updating members of the committee on the actions undertaken by the Region of Waterloo to meet the provisions of the AODA IAS that were required by July 1, 2011. The Region of Waterloo's overall approach to meeting all the requirements of the AODA IAS was presented to the Administration and Finance Committee on December 6, 2011 (Report# CR-CLK-11-019).

The 2012 Accessibility Plan contains descriptions of the AODA standards, a status update on the seven planned Accessibility Focus Areas the Region of Waterloo submitted in the 2011 Accessibility Plan, along with an update on the actions undertaken in 2011 to meet the requirements of the AODA IAS, including an update on provisions met by the Region of Waterloo and Waterloo Regional Police Services by January 1, 2012. The 2012 Accessibility Plan also includes a description of the actions planned for 2012 to meet the requirements of the AODA IAS to improve accessibility for people with disabilities.

### **1.0 Planning Process**

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

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

- All Departments of the Region will participate in the development and implementation of the accessibility plan under the IAS.
- Accessibility plans will consider the different impact on both the public and Regional employees.
- Accessibility plans will make the most efficient use of available resources: human, capital, and financial.
- Accessibility plans will coordinate with and serve to enhance other Region initiatives as they exist.
- Accessibility plans will strive to meet the requirements outlined in the IAS in the specified timeframe.
- Barrier identification, prevention, and removal activities will follow consistent best practices across Departments of the Region through the use of provincial standards and specifically developed tools.
- Actions to improve accessibility will take into consideration the principles of Universal Design, which allow for the design of products and environments that will be useable by all people, to the greatest extent possible, without the need for adaptation or specialized design.
- The Region will work in cooperation with the area municipalities and other participating agencies in consideration of common interests.
- While developing and implementing the Accessibility Plan under the IAS, the Region will take into consideration advice received from its Accessibility Advisory Committees, the public and Regional employees. Regional Council will consider the Plan for approval.

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

Input and feedback for the 2012 Accessibility Plan is obtained from a number of sources both internally and externally. In addition to Regional Council and the Waterloo Regional Police Services Board, the Region is also required to obtain input from an external advisory committee. Staff reviewed a draft of the 2012 Accessibility Plan with the Grand River Accessibility Advisory Committee (GRAAC) on October 27, 2011. This input, along with the direction set by the AODA/ODA Steering Team and the legislative requirements under the AODA form the basis for the 2012 Accessibility Plan.

## **2.0 Plan Overview**

The Region of Waterloo annual Accessibility Plan reports on the activities undertaken in the past year, as well as describes the activities planned in the coming year, to identify, prevent, and remove barriers to sites and services, addressing a wide range of barrier areas.

Some of the ways the Region of Waterloo has made improvements in accessibility through 2011 include:

- Implemented the TextNet program to answer all incoming TTY calls to the Region of Waterloo.
- Launched the redesigned Region of Waterloo website, and four additional websites, which meet the W3Cs WCAG 2.0 AA level of accessibility.
- Created and implemented an educational campaign to raise awareness of service animals, for Regional staff and for members of the public.
- Successfully implemented the AODA Customer Service Standards for Waterloo Regional Police Services.
- Implemented over 20 provisions in the AODA Integrated Accessibility Standards Regulation, including providing emergency and public safety information in accessible formats; ensuring employees with disabilities are provided with accessible emergency workplace information; providing accommodations to job applicants with disabilities in the recruitment process; and a number of transportation standards.

On January 1, 2012 the following AODA Transportation Standards regulations became effective for public transit service operations in Ontario. These regulations form part of several transit specific requirements that will be implemented over the next few years to enhance service accessibility.

- Priority Seating - Passengers other than persons with disabilities need to vacate the courtesy seating if its use is required by a person with a disability. New on-bus signage has been introduced to communicate this message to transit customers.
- Emergency Bus Evacuation - In the event of an emergency evacuation the bus operator is required to identify customers with disabilities and to provide the appropriate assistance to evacuate them from the vehicle and ensure they remain in a safe location.
- Transit Stops - If a GRT bus stop is not accessible for a person with a disability, the bus operator needs to provide an alternative bus stop at the closest available safe location and also report the inaccessible bus stop to their supervisor.

Regional staff members have been improving the accessibility of services and facilities both through the actions described in the past eight annual accessibility plans and in the ways they provide service every day. In addition to the Region of Waterloo's commitment to continue those everyday actions to identify, prevent, and removing barriers to people with disabilities, throughout 2012 the Region of Waterloo and Waterloo Regional Police Services will be working on ensuring the successful and sustainable implementation of the AODA Integrated Accessibility Standard Regulation (IAS). Over 30 provisions of the AODA IAS will be put into practice throughout 2012, guiding improvements in the accessibility of goods, services, and facilities for people with disabilities.

Some of the provisions in the AODA IAS that the Region will achieve in 2012 are:

- Create, in consultation with the Grand River Accessibility Advisory Committee, accessibility policies that outline how the Region of Waterloo will achieve accessibility through the requirements of the AODA IAS.
- Develop a five-year Accessibility Plan, documenting the Region of Waterloo's approach to meeting the AODA IAS.
- Incorporate accessibility criteria and features in procurement processes and practices.
- Develop a strategy for receiving and responding to requests for accessible formats and communication supports.
- Document existing library practices for providing accessible formats and communication supports.
- Consult with the public, persons with disabilities, and the Grand River Accessibility Advisory Committee on design criteria for accessible bus stops and shelters, and on the proportion of accessible taxi cabs required in Waterloo region.

All departments at the Region of Waterloo, and Waterloo Regional Police Services, will be impacted by the implementation of the AODA IAS. This important piece of legislation will guide future actions to ensure people with disabilities are included and welcome at the Region of Waterloo.

### **3.0 Accessibility Advisory Committee Feedback**

On October 27, 2011 the Grand River Accessibility Advisory Committee (GRAAC) reviewed a draft of the 2012 Accessibility Plan, and was asked for feedback and advice on the items outlined in the Accessibility Plan. Appendix A attached to this report contains a detailed summary of feedback from the GRAAC. The advice from the GRAAC has been reviewed and considered by the AODA/ODA Steering Team in the development of the 2012 Accessibility Plan.

### **4.0 Plan Distribution**

The Region of Waterloo 2012 Accessibility Plan will be released to the public through an article in the Region News, inviting interested citizens to request copies of the plan, mail-outs to local agencies, and postings on the Region of Waterloo's website.

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

### **CORPORATE STRATEGIC PLAN:**

The preparation of the annual Accessibility Plan is a requirement under the *Ontarians with Disabilities Act, 2001*. Planning and 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:**

The cost of creating and distributing the Region of Waterloo 2012 Accessibility Plan is accommodated within the Corporate Resources departmental budget. As previously described in Report# CR-CLK-11-018, throughout 2012 the 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. All other costs for implementing the actions outlined in the 2012 Accessibility Plan will be considered as needed by each Department.

**OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**

The 2012 Accessibility Plan has been prepared in consultation with all departments at the Region of Waterloo along with Waterloo Region Police Services.

**ATTACHMENTS**

Appendix A: A summary of feedback from the Grand River Accessibility Advisory Committee  
2012 Accessibility Plan (distributed separately)

**PREPARED BY:** *Vanessa Lopak*, Social Planning Associate  
*Charlotte Gravlev*, Interim Manager, Citizen Service

**APPROVED BY:** *Gary Sosnoski*, Commissioner, Corporate Resources

**Appendix A:**  
**Summary of Feedback from the Grand River Accessibility Advisory Committee**

*From the October 27, 2011 meeting of the Grand River Accessibility Advisory Committee.*

- Be sure that TextNet can accommodate more than one TTY call at a single time.
- Consider contacting the Canadian Hearing Society for any updates in technologies for TextNet/TTY users.
- Be sure to update the TTY number with Bell, making sure the telephone book reflects the new single TTY number for the Region of Waterloo.
- Format of the Plan: It is not very clear what is a status update and what is a planned action. Try to organize the Accessibility Plan or introduce the structure of the plan so the reader knows what to expect.
- The Accessibility Plan focuses on the implementation of the AODA Integrated Standard. This leaves out any actions that go beyond the standards and requirements to make sure programs and services are inclusive. Consider bringing back individual department actions in the Accessibility Plan.
- As the Region of Waterloo implements Rapid Transit, be sure to keep the AODA Accessibility Requirements and the needs of persons with disabilities in the implementation.
- There continues to be no public transportation to the airport.
- Signage at GRT continues to be a concern. The blue/yellow does not provide enough contrast. The numbering at the Charles St Terminal to indicate the route number has gotten smaller. Publications from GRT are of a small font and poor contrast. GRAAC recommends having an open discussion with GRT to discuss contrast.



**REGION OF WATERLOO**  
**FINANCE DEPARTMENT**  
**Treasury Services Division**

**Report: F-12-008**

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**TO:** Chair T. Galloway and Members of the Administration and Finance Committee

**DATE:** January 31, 2012 **FILE CODE:** F02-20

**SUBJECT: FEDERATION OF CANADIAN MUNICIPALITIES – 2012 MEMBERSHIP**  
**ASSOCIATION OF MUNICIPALITIES OF ONTARIO – 2012 MEMBERSHIP**

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**RECOMMENDATION:**

THAT the Regional Municipality of Waterloo approve payment of the 2012 membership fees in the amount of \$63,187.91 for the Federation of Canadian Municipalities and \$10,583.62 including all applicable taxes for the Association of Municipalities of Ontario.

**SUMMARY:** Nil

**REPORT:**

The Region of Waterloo has received invoices from the Federation of Canadian Municipalities (FCM) and the Association of Municipalities of Ontario (AMO) for year 2012 membership fees. A copy of the FCM notice is attached as Appendix 1 and a copy of the AMO notice is attached as Appendix 2.

The cost of the 2012 FCM membership is \$63,187.91 which is based on a flat rate of \$315.00 plus 13.15 cents per capita. The 2011 cost was \$61,499.48 based on a flat rate of \$300.00 plus 12.8 cents per capita. The 2012 cost reflects an increase of \$1,688.43 (2.7%) over 2011. The 2012 and 2011 FCM invoices were both based on a population of 478,121 (2006 Census).

The cost of the 2012 AMO membership is \$10,583.62 including all applicable taxes which is based on a fee of \$6,272.00 for the first 30,000 households and \$0.017 per household above 30,000 households. The 2011 cost was \$10,159.82 which was based on a fee of \$6,272.00 for the first 30,000 households and \$0.0165 per household above 30,000 households. The increased cost for 2012 of \$423.80 reflects a 4.2% increase in the fees (base and per household) and a higher number of households (200,943 in 2012 vs. 194,787 in 2011).

A few years ago, the Region agreed to cover the FCM membership for both the Region and the Area Municipalities. The FCM fee noted above includes both the Region and the Area Municipalities. The AMO fee is solely for the Region's membership.

**CORPORATE STRATEGIC PLAN:**

One of the objectives of the Corporate Strategic Plan is to ensure all Regional programs and services are efficient and effective and demonstrate accountability to the public. Memberships in organizations such as FCM and AMO support this objective through the provision of information and services.

**FINANCIAL IMPLICATIONS:**

The net cost of the two memberships is \$72,718.78, \$63,187.91 for FCM and \$9,530.87 for AMO after the HST rebate. The approved 2012 Budget for Members of Council includes a provision of \$73,000 for these memberships.

**OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:** Nil

**ATTACHMENTS:**

Appendix 1 – 2012 FCM Invoice  
Appendix 2 – 2012 AMO Invoice

**PREPARED BY:** *A. Perrin*, Financial Analyst

**APPROVED BY:** *A. Hinchberger*, Acting Chief Financial Officer



Appendix 1

Membership Invoice  
2012-2013  
Facture d'adhésion

Mr. Michael Murray  
Regional Municipality of Waterloo  
150 Frederick Street  
Kitchener, ON N2G 4J3  
Canada

INVOICE/FACTURE: 20481  
DATE: 9/23/2011  
ACCOUNT/COMPTE: 24579

ITEM/DESCRIPTION	AMOUNT/MONTANT
Membership Fee for April 1/12 to March 31/13 / Frais de cotisation du 1 <sup>er</sup> avril 2012 au 31 mars 2013 Municipal Dues Calculated with a base fee of \$315.00 plus per capita fees of \$62,872.91 (fee population of 478,121 x 13.15 cents).	\$63,187.91
<b>TOTAL:</b>	<b>\$63,187.91</b>
<b>PAID AMOUNT/MONTANT PAYÉ:</b>	<b>\$0.00</b>
<b>BALANCE DU/MONTANT DÛ:</b>	<b>\$63,187.91</b>

Please include a copy of this invoice with your payment.  
Veuillez retourner une copie de la facture avec votre paiement.  
Thank You/Merci



# Association of Municipalities of Ontario

## 2012 MEMBERSHIP INVOICE

### Accounts Payable

Waterloo, Region of  
150 Frederick Street

Kitchener, ON N2G 4J3

RECEIVED  
DEC 21 2011  
FINANCE DEPARTMENT

Invoice No.: MEM001394

Invoice Date: January 1, 2012

Due Date: January 31, 2012

BILLED TO		AMOUNT
<b>Membership Category:</b>	Upper Tier Municipality	
<b>Membership fee for the period:</b>	January 1 to December 31, 2012	\$9,366.03
<b>Harmonized Sales Tax (13%):</b>		\$1,217.59
<b>TOTAL:</b>		<b>\$10,583.62</b>
HST number 106732944RT001		

At its meeting on November 18, 2011, the AMO Board passed the Association's 2012 budget which provided that membership fees be calculated using the most current household data available from the Municipal Property Assessment Corporation and that a 3.0% across-the-board increase be added to the calculated fee.

Your Municipality's fee was based on a total of 200943 households as reported by the Municipal Property Assessment Corporation.

Please direct inquiries to:

Anita Surujdeo at 416-971-9856 Ext. 344  
asurujdeo@amo.on.ca

200 University Avenue, Suite 801, Toronto, ON M5H 3C6  
Tel: 416-971-9856 Toll Free: 1-877-426-6527 Fax: 416-971-6191



**REGION OF WATERLOO**  
**FINANCE DEPARTMENT**  
**Treasury Services Division**

Report: F-12-009

**TO:** Chair T. Galloway and Members of the Administration and Finance Committee

**DATE:** January 31, 2012 **FILE CODE:** F03-21

**SUBJECT:** 2011 ACCOUNTS RECEIVABLE-WRITE OFF OF UNCOLLECTIBLE ACCOUNTS

**RECOMMENDATION:**

THAT the Regional Municipality of Waterloo approve \$109,224.64 in accounts receivable write-offs for the year ended December 31, 2011, as outlined in Report F-12-009.

**SUMMARY:**

Accounts receivable write-offs of uncollectible accounts are a cost of doing business. The Chief Financial Officer has the authority and discretion to reverse any interest penalties charged and to write-off accounts receivable up to \$2,500. Write-offs of receivables exceeding \$2,500 require Regional Council approval. Finance and Legal Services staff has conducted a thorough review of all outstanding accounts to determine the amount to be written off for 2011. Accounts with balances less than \$2,500 aged beyond 90 days, and where all regular collection efforts have been exhausted have been written-off throughout the year. A number of other accounts with balances in excess of \$2,500 aged beyond 180 days, and where again all collection efforts have been exhausted have been identified as uncollectible. The purpose of this report is to seek Council's approval of the recommended write-offs in excess of \$2,500. The total amount of the proposed write-offs in excess of \$2,500 equals \$109,224.64 which equates to 0.06% of the total amount invoiced through Accounts Receivable and Waterloo Region Housing (WRH) for the year. Of this amount, \$26,424.31 or 24.2% relates to WRH. This amount has been provided for and there is no impact on 2011 operations or budget related to Housing. The remaining \$82,800.33 will impact the 2011 budget for Transportation and Water Services. Aged accounts where collections are ongoing or expected are not included in the recommended write-offs.

**REPORT:**

**Accounts Receivable Policies and Procedures**

Effective management of receivables requires that procedures are in place to ensure timely receipt of funds due to the Region. Before accounts are recommended for write-off, a number of steps are generally followed to ensure that all reasonable efforts have been made to effect payment of the account in full.

- Once the good or service is delivered, an invoice is created and mailed, emailed or faxed by Accounts Receivable and/or departmental staff and revenue is credited to the program area;
- Monthly client statements are produced by Accounts Receivable and mailed, emailed or faxed at the beginning of each month;
- At 31 days overdue, the first collection letter is issued by staff. Telephone collection is attempted during this time and customers unable to pay in full are informed of the option of entering into a repayment plan;

- At 60 days overdue, if the account remains outstanding, the second collection letter is issued by Accounts Receivable. Collection letters request full payment and the client is advised that access to service may be suspended and that legal action is a possibility. Telephone collection is still attempted during this time. If staff are unable to collect the account or get a written commitment from the customer as to a repayment plan, further options are considered including suspension of services and referral of the collection file to the Region's Legal Services for legal action.
- Waterloo Region Housing has its own rent collection management system and processes. Early intervention and continuous monitoring are key components of the process.

The write-off of a receivable account does not necessarily mean that staff has determined that no payment is forthcoming. Rather, given the time elapsed and the status of the collection activity, it is highly unlikely any payments would be received.

### **Sanitary Sewer Surcharge – Recommended Write-off \$75,270.01**

From time to time, the Region enters into surcharge agreements with local businesses pursuant to the Region's Sewer Use By-law. These agreements allow the local businesses to discharge certain types of waste into the sanitary sewer system that exceed the By-law restrictions. These agreements also contain prescribed fees that the business pays the Region for the purpose of recovering the cost of monitoring and treating the waste.

Sanitary sewer surcharges pursuant to these agreements are invoiced to the businesses quarterly. The amount being recommended for write-off represents the amount owing from two (2) debtors. One debtor went into receivership in October 2008. In January 2009, the Region filed a proof of claim and agreed to global settlement with unsecured creditors to receive dividends paid in three installments of \$2,395 in years 2009, 2010, and 2011. The Region received two installments (June 2009, June 2010) totaling \$4,790. In January 2011, the debtor declared bankruptcy and the last installment was not received. The recommended write-off in the amount of \$16,642.20 (the net balance due to the Region after receipt of two of the three installments) will be charged against the 2011 Wastewater Budget. The second debtor, declared bankruptcy in February 2011 and the Region filed a proof of claim; however, the Trustee in Bankruptcy advised the Region in October 2011 that there will be no payments made to unsecured creditors like the Region. The recommended write-off in the amount of \$58,627.81 will also be charged against the 2011 Wastewater Budget.

### **Property Damage - Recommended Write-off \$7,530.32**

Invoices for property damage result from accidents on Regional roads where damage to Regional property such as signs, traffic lights or guard rails has occurred. The amount recommended for write-off represents amounts owing from two (2) debtors that could not be located by the Region's Legal Services. Property damage claims can be difficult to collect due to invoicing delays since repair costs must be finalized before the invoice can be issued and collections can be difficult where there is no insurance coverage or in cases where the insurance company will not pay all of the balance due. There is no ability to prohibit the debtor from accessing Regional services as a means of collecting the account. The recommended write-off for property damage claims will be charged against the 2011 budget for Transportation.

**Waterloo Region Housing – Recommended Write-offs \$26,424.31**

Waterloo Region Housing charges rent and other fees such as maintenance, misrepresentation, move-outs and miscellaneous (legal, NSF fees and extra keys) according to the Social Housing Reform Act. Due to the nature of the clientele and program, interest charges are not applied to tenant receivables. It should be noted that write-offs are only recommended after extensive efforts at collection have been made by WRH staff. Information is also shared through the province-wide housing arrears database where tenants with arrears will not receive subsidized housing in Ontario unless the arrears are paid or a payment plan is in place.

For 2011, the recommended write-offs in excess of \$2,500 are \$26,424.31 for 5 former tenants across a total of 2,591 units. The majority is related to unpaid rents and move-out charges due to excessive repairs to units. This compares favourably to 2010 when write-offs in excess of \$2,500 for 17 tenants totaled \$79,789. It should be noted that the overall WRH write-offs are significantly lower when compared to the prior year. Total write-offs for WRH for 2011 are \$74,130 compared to \$135,293 in 2010.

The decrease can be attributed to staff proactively working with tenants in order to reduce tenant receivables and process changes as addressed from the program review. The recommended write-offs, which represents 0.22% of 2011 budgeted WRH rental revenues, have been fully provided for and will not have any impact on current WRH operations or its 2011 budget.

**Accounts Receivable – Continued Developments**

During the year 2011, processes have been further refined to enable a continued focus on collections. Changes in processes, including issuing the initial collection letter at the same time as the statements, the electronic delivery of the accounts receivable correspondence and the success of the online payment option contributed greatly to reducing the number of days in which invoices are paid as well as the amounts recommended for write-off. On average, the number of days until an invoice is paid was approximately 31 days in 2011. Staff has made several changes to the credit policies and will continue their efforts in reducing the risk to the Region. As part of this process, staff has been examining the use of letters of credit, deposits and security bonds for some services as a viable option. Staff is continuing to review this option and evaluate the impact on customers and Regional administrative resources. Monthly reporting provides an up-to-date status of accounts and collections to the Region's various business units. Greater use of the Region's Legal Services' staff time and expertise continued in 2011. Accounts Receivable staff continued to explore process improvements as well as develop and maintain strong relationships with the Region's various business units.

On December 31, 2011, the Region assumed responsibility for water/wastewater billings including meter reading and all customer service functions for customers of the water system in the Township of Wellesley. Finance and Water Services staff have been working to ensure an effective transition through communications to customers and the implementation of a meter reading process and water/wastewater billing software. During 2011, Regional staff conducted a review of billing processes and charges across the Region. Council approved business processes that provide for the harmonization of billing and collection practices for the Township of North Dumfries and the Township of Wellesley and administrative charges to ensure the effective delivery of the program.

**CORPORATE STRATEGIC PLAN:**

One of the Focus Areas of the Corporate Strategic Plan is "Service Excellence." The objective of this focus area is to ensure all Regional programs and services are efficient and effective and demonstrate accountability to the public.

**FINANCIAL IMPLICATIONS:**

The recommended write-offs for accounts in excess of \$2,500 totaling \$109,224.64 noted in this report include \$26,424.31 related to WRH which has been fully provided for and will not impact on current WRH operations and \$82,800.33 which will impact Transportation and Water Services programs.

In addition to these recommended write-offs, the Chief Financial Officer has the authority to write-off uncollectible accounts under \$2,500. For 2011, write-offs under \$2,500 total \$53,690.62 including \$47,705.96 for WRH and \$5,984.66 for various other program areas. These write-offs have been provided for in 2011 and prior years.

Total write-offs of \$162,915.26 including amounts exceeding \$2,500 and amounts less than \$2,500, represent 0.09% of the total amount invoiced through Accounts Receivable and WRH for 2011 of \$171.7 million. Total write-offs for 2010 were \$167,798.80 representing 0.10% of the total amount invoiced through Accounts Receivable and WRH in 2010 of \$164.6 million.

**OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**

Legal Services Division staff has assisted on the legal aspects of the collection of delinquent accounts. Staff from a number of departments across the Region, have assisted in the review of over-due accounts and in the collection activities. Departments affected by the write-offs concur with the recommended amounts.

**ATTACHMENTS:** Nil

**PREPARED BY:** *M. Oltean*, Financial Analyst  
*T. Alpaugh*, Manager of Treasury Services

**APPROVED BY:** *A. Hinchberger*, Acting Chief Financial Officer

**COUNCIL ENQUIRIES AND REQUESTS FOR INFORMATION****ADMINISTRATION AND FINANCE COMMITTEE**

<b>Meeting date</b>	<b>Requestor</b>	<b>Request</b>	<b>Assigned Department</b>	<b>Anticipated Response Date</b>
04-Mar-08	P&W	Best Value Bidding	Finance/Purchasing	2012
26-Jan-10	Committee	Report on a policy related to development charge grants, exemptions and deferral requests, to include past history/practice, implications, and options.	Finance	2012
08-Jun-10	A&F	Review current funding for the tax increment grant program, with full range of funding options.	Finance	2012
23-Nov-10	A&F	Assess the application of the prequalification guidelines (both generals and sub contractors) and report back to A & F after one years experience	Finance	2012
06-Sep-11	A&F	Analysis of consulting fees on Regional capital projects	Facilities / Transportation & Environmental Services	January 2012
10-Jan-12	A&F	Consent agendas	Council Services	Spring 2012