Regional Municipality of Waterloo

Administration and Finance Committee

Agenda

Tuesday, April 29, 2014

10:30 a.m. (Time is approximate)

Regional Council Chamber

150 Frederick Street, Kitchener

1. Declarations of Pecuniary Interest under “The Municipal Conflict of Interest Act”

2. Delegations

**Consent Agenda Items**

Items on the Consent Agenda can be approved in one motion of Committee to save time. Prior to the motion being voted on, any member of Committee may request that one or more of the items be removed from the Consent Agenda and voted on separately.

3. Request to Remove Items from Consent Agenda

4. Motion to Approve Items or Receive for Information

   a) Minutes of the Audit Committee – April 1, 2014 (Approval) 1

   b) CA-14-002.1/CR-FM-14-001.1, Fleet Services - Program Review 2013-2014 (Approval) 4

   c) CR-FM-14-006, User Fees for Electrical Vehicle Charging Stations owned by the Region (Approval) 29

   d) CR-CLK-14-006, Region of Waterloo 2013 Accessibility Status Report, the Waterloo Regional Police Services Accessibility Plan 31
2013-2014, and 2013-2014 Grand River Transit Accessibility Plan
(Information; Attachment distributed separately to Councillors only)

e) F-14-053, Quarterly Summary of Tenders/Quotes, Requests for Proposals and Consultant Selections Approved by the Chief Administrative Officer (Information) 36

f) F-14-054/E-14-033/CR-FM-14-004, Pre-qualification Process Review Update (Information) 47

g) F-14-051, 2014 Provincial Approval – Emergency Medical Services (Information) 58

h) F-14-052, 2014 Regional Development Charge By-law – Process Update (Information) 61

i) F-14-055, New Building Canada Plan (Approval) 63

Regular Agenda Resumes

5. Information/Correspondence

   a) Council Enquiries and Requests for Information Tracking List 71

6. Other Business

7. Next Meeting – May 27, 2014

8. Motion to go Into Closed Session

That a closed meeting of the Planning and Works and Administration and Finance Committees be held on Tuesday, April 29, 2014 immediately following the Administration and 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) receiving of legal advice subject to solicitor-client privilege and proposed or pending litigation related to an agreement
    b) proposed or pending acquisition of land in the City of Waterloo
    c) receiving of legal advice subject to solicitor-client privilege and proposed or pending litigation related to a legal matter
    d) receiving of legal advice subject to solicitor-client privilege related to a matter before an administrative tribunal
    e) labour relations regarding contract negotiations
    f) proposed or pending disposition of property in the City of Kitchener

9. Adjourn

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Regional Municipality of Waterloo

Audit Committee

Minutes

Tuesday, April 1, 2014
11:31 a.m.

Waterloo County Room
150 Frederick Street, Kitchener, Ontario

Present were: Chair T. Galloway, K. Seiling, J. Wideman and C. Zehr
Members absent: S. Strickland
Also present: J. Brewer and J. Haalboom

Declarations of Pecuniary Interest under “The Municipal Conflict of Interest Act”

None declared

Reports

a) F-14-039, Four Year Review of Accounts Payable Payments

Craig Dyer, Chief Financial Officer, provided opening remarks, noting that a significant amount of transactions were reviewed and a very small number of errors were found and resolved.

Received for information

b) CA-14-001, 2013 Internal Audit Report

Mike Murray, Chief Administrative Officer, introduced the report.

David Young, Manager, Internal Audit, indicated that the internal control audits for Petty Cash, Purchase Cards and Provincial Offences Court Administration (POA) were positive and that staff are considering conducting these audits on a different cycle in the future.
Staff responded to Committee inquiries about any potential areas for concern by stating that any past issues have been resolved and that staff are taking advantage of automated processes and other tools to supplement the audits in a continuing effort to monitor purchasing patterns and detect any irregularities.

Received for information

C) CA-14-002/CR-FM-14-001, Fleet Services - Program Review 2013-2014

M. Murray provided an overview of the program review. He stated that the review revealed that Fleet Services is a very efficient program overall but there are a number of recommendations which could result in saving money and improving efficiencies.

D. Young stated that the practices are generally working well but the key recommendation is to move towards a fully centralized fleet management program.

Ellen McGaghey, Director, Facilities, reiterated the central recommendation for a centralized system and she highlighted the four key focus areas, as noted in the report.

She responded to Committee questions about the fuel cost benchmarking, the one-time cost of $200,000 for implementation, and the projected capital and operating savings. In response to a question about intentions to reduce the size of the fleet, she advised that overall the fleet will be reduced and the remaining fleet will form a pool to be shared with other Regional programs. She outlined the proposed management of vehicles after their typical 5-year life cycle and she summarized the options, as recommended by the consultant. She noted that there won’t be any impact on staffing.

M. Murray added that fleet vehicles will be used more efficiently and that the goal is to develop a corporate fleet and realize both operating and capital savings.

Moved by J. Wideman

Seconded by C. Zehr

That the Audit Committee endorse the recommendations and proposed actions of the Fleet Services - Program Review 2013-2014 as described in Report CA-14-002/CR-FM-14-001, dated April 1, 2014.

Carried

Next Meeting – May 7, 2014 at 5:00 p.m.
Adjourn

Moved by J. Wideman

Seconded by C. Zehr

That the meeting adjourn at 11:51 a.m.

Carried

Committee Chair, T. Galloway

Committee Clerk, S. Natolochny
Region of Waterloo
Office of the Chief Administrator
Internal Audit
Corporate Resources
Facilities Management and Fleet Services

To: Chair Tom Galloway and Members of the Administration and Finance Committee
Date: April 29, 2014  File Code: A10-20, A35-01
Subject: Fleet Services - Program Review 2013-2014

Recommendation:

That the Regional Municipality of Waterloo endorse the recommendations and approve the proposed actions of the Fleet Services Program Review 2013-2014 as noted in CA-14-002.1/CR-FM-14-001.1 Appendix “A” dated April 29, 2014;

And That the approved 2014 Capital Budget be amended to include $200,000 for implementation of the Fleet Services Program Review Project to be funded from the Fleet Services vehicle and equipment reserves.

Summary:

Nil

Report:

In 2013, the Internal Auditor, together with the Director, Facilities Management and Fleet Services, initiated a comprehensive program review to ensure the services and operations of the Fleet Services Program (generally referred to as “Corporate Fleet” because it excludes GRT Fleet and herein referred to as the "Program") are managed and delivered effectively and efficiently. A specialist consulting firm, with experience in reviewing fleet operations, was retained to complete a detailed assessment of the Fleet Program based on industry best practice.
The results of the review indicated that a number of the Program’s current practices are working well. In general, the Program has excellent facilities, good maintenance procedures and a robust safety program. Other areas where the Program’s procedures can be considered ‘best practice’ are management commitment to understanding and improving fleet operations, overall good customer satisfaction and involvement in the vehicle specification processes, and regular utilization reviews.

However, there are opportunities in all areas of the Program to better align with best practices and increase efficiency and effectiveness. Comprehensively the consultant’s recommendations represent a shift in focus from the current decentralized mandate of the Fleet Services Program involving a collection of program owned assets to become a fully centralized Fleet Management Program managed as a single corporate fleet.

The Fleet Services program review was presented to the Region’s Audit Committee on April 1, 2014, and that report, is attached to this report as Appendix A. The Audit Committee endorsed the recommendations and proposed actions of the Fleet Services Program Review 2013-2014 and it is being recommended that Regional Council endorse these recommendations. Staff will report back to Council on the various stages of implementing the recommendations from this Program Review. Staff will track the various actions and report on the actual costs and benefits. The first report should be anticipated by early 2015.

Corporate Strategic Plan:

The completion of the study was done in keeping with Focus Area 5.3: Ensure Regional programs and services are efficient and effective and demonstrate accountability to the public.

Financial Implications:

The centralization of all Fleet Management and Maintenance services will improve efficiencies and reduce overall Fleet operating and capital costs. Preliminary staff estimates indicate capital and operating savings of up to $200,000 in capital costs and $50,000 in operating costs in 2015/16 through simple measures such as swapping vehicles between program areas, procurement process improvements and enforcing the use of pooled vehicles for low utilization needs. Beyond 2016, anticipated capital savings in the range of $300,000 - $700,000 per year as well as operating savings in the range of $100,000 - $200,000 are expected from right sizing the fleet, having vehicle standards that provide the right vehicle for the job, use of technological solutions, optimization of vehicle utilization and managing total life cycle costing including fleet residuals. Actual cost savings and improved efficiencies will be dependent on Fleet Management program initiatives and program area fleet business requirements.

Similar to other large scale Program Reviews (such as Facilities and ITS), both contracted and redirected resources will be required for a comprehensive and well integrated implementation. It is estimated that $200,000 will be required in 2014/15 to cover the cost of an external consultant to assist in a fleet right sizing review, capital planning and charge back structure and Corporate Fleet policy, as well as internal costs such as support from ITS and HR. Staff recommend that the estimated implementation costs of $200,000 be funded from the Fleet Services vehicle and equipment reserves. The current balance is in excess of $1.0 Million and is sufficient to cover program requirements over the next several years as well as
the implementation costs in 2014/15.

**Other Department Consultations/Concurrence:**

In addition to the staff from Facilities Management & Fleet Services who participated in this program review, staff from Corporate Resources, Chief Administrator’s Office, Finance, Transportation and Environmental Services, Human Resources, Police, EMS, GRT were directly involved in this program review through interviews, and review of the recommended actions.

**Attachments:**

Appendix A: Fleet Services - Program Review 2013-2014 to Audit Committee April 1, 2014

**Prepared By:**

David A. Young, Manager, Internal Audit

Ellen McGaghey, Director, Facilities Management and Fleet Services

**Approved By:**

Michael L. Murray, Chief Administrative Officer

Gary Sosnoski, Commissioner, Corporate Resources
Appendix A: Fleet Services - Program Review 2013-2014 to Audit Committee April 1, 2014

Region of Waterloo
Office of the Chief Administrator
Internal Audit
Corporate Resources
Facilities Management and Fleet Services

To: Chair Tom Galloway and Members of the Audit Committee

Date: April 1, 2014 File Code: A10-20, A35-01

Subject: Fleet Services - Program Review 2013-2014

Recommendation:

That the Audit Committee endorse the recommendations and proposed actions of the Fleet Services - Program Review 2013-2014 as described in Report CA-14-002/CR-FM-14-001, dated April 1, 2014.

Summary:

In 2013, the Internal Auditor, together with the Director, Facilities Management and Fleet Services, initiated a comprehensive program review to ensure the services and operations of the Fleet Services Program (generally referred to as “Corporate Fleet” because it excludes GRT Fleet and herein referred to as the “Program”) are managed and delivered effectively and efficiently. A specialist consulting firm, with experience in reviewing fleet operations, was retained to complete a detailed assessment of the Fleet Program based on industry best practice.

The results of the review indicated that a number of the Program’s current practices are working well. In general, the Program has excellent facilities, good maintenance procedures
and a robust safety program. Other areas where the Program’s procedures can be considered ‘best practice’ are management commitment to understanding and improving fleet operations, overall good customer satisfaction and involvement in the vehicle specification processes, and regular utilization reviews.

Findings from the review of OMBI (Ontario Municipal Benchmarking Initiative) data suggests that the Region of Waterloo costs compare well to other upper tier and single tier municipalities. For example, one key metric is the Fleet Operating Cost per Vehicle Kilometer (including EMS, Police and Municipal Equipment). The Region of Waterloo ranked second amongst peer municipalities at $0.34 average cost per kilometer for maintenance and fuel, with the municipal average being reported at $0.68 per kilometer.

However, there are opportunities in all areas of the Program to better align with best practices and increase efficiency and effectiveness. Comprehensively the consultant’s recommendations represent a shift in focus from the current decentralized mandate of the Fleet Services Program involving a collection of program owned assets to become a fully centralized Fleet Management Program managed as a single corporate fleet.

Centralization of fleet management has been a dominant trend in industry and can be traced to the increasing cost and complexity of fleet management and an increased emphasis on efficiency. Industry experts consider it to be the most effective organizational structure and that it is best administered by a Corporate Services-type organization rather than by one of the larger client groups. Organizations can typically achieve improved efficiencies and savings in both operating and capital costs through fleet centralization.

Details on these recommendations and the implementation plan are included in the main body of this report. Many of the recommendations resulting from this review are focused on increasing efficiency, which should result in a savings of time and money. However, some of the recommendations are oriented towards increasing effectiveness and removing or mitigating risk, and will require an investment of staff time or other resources, as described in this report.

Recognizing the unique relationship with the Waterloo Regional Police Service and the requirements under the Police Services Act, we will work with Police to determine the extent to which these recommendations can be applied to their fleet.

**Report:**

**Purpose of the Program Review**

Program reviews are intended to provide an objective assessment of the extent to which a program is achieving its intended results, the proficiency with which resources are administered, and the manner in which associated risks have been managed. In this case, risk means the activities and events that could potentially prevent programs from achieving defined goals. Program reviews support the strategic objective of ensuring that all Regional programs and services are responsive, efficient, effective, and accountable to the public. In 2013, Internal Audit, together with Facilities Management and Fleet Services, determined that a program review would be helpful in determining what improvements, if any, could be made to processes supporting the achievement of the Fleet Services Program objectives. The review was to identify opportunities for improvement and a strategy for optimizing service delivery and organizational value while making the best use of resources. The review was
also to assess that the risks associated with the delivery of the program are being managed effectively.

**Methodology and Approach of the Program Review**

A detailed assessment of processes was undertaken in the following distinct areas which the consultant identified as typically common to any Fleet Management Program: (1) Governance, (2) Acquisition and Disposal, (3) Operations and Utilization Management, (4) Maintenance and Repair, (5) Replacement, (6) Information Management, (7) Customer Relationship Management, and (8) Financial Management.

Several sources of data were drawn upon in the course of this program review. These were:

- Review of relevant municipal policies and documentation.
- Interviews with management and staff.
- Staff focus group sessions. Three focus groups with managers and staff were held: one focus group with Fleet Technicians, one focus group with Fleet Lead Hands, and a third focus group held with Fleet support staff.
- Performance measurement and benchmarking.
- Business process mapping and gap analysis. The other key method used in the program review was to evaluate fleet program by identifying industry best practice and comparing to how the Program performs a function to identify what opportunities exist for improvement in each functional area.
- Risk analysis. The Strengths, Weaknesses, Threats and Opportunities (SWOT) currently being faced by Fleet Services were identified in order to concentrate on risks and potential mitigation strategies.

**Overview of Fleet Operations**

The Facilities Management and Fleet Services Division is one of several divisions within the Corporate Resources Department. The Division is comprised of four sections, of which the Fleet Services Section is one:

- Fleet Services.
- Project Management.
- Property Management.
- Planning and Performance Management.

Fleet Services provides management and maintenance services for over 900 vehicles and miscellaneous equipment for all Regional departments as well as the Waterloo Regional Police Service, but excludes Grand River Transit. In order of fleet size, these clients are Police, Transportation, Corporate Services, Waste Management, Water Services, Airport, and Emergency Medical Services. The current Fleet asset value (excluding GRT) is approximately $42 million and the average annual replacement budget is $5-7 million. Current operating costs for maintenance and fuel are $6.5-7 million annually.

Findings from the review of OMBI (Ontario Municipal Benchmarking Initiative) data suggest
that the Region of Waterloo costs compare well to other upper tier and single tier municipalities. For example, one key metric is the Fleet Operating Cost per Vehicle Kilometer (including EMS, Police and Municipal Vehicles/Equipment). The Region of Waterloo ranked second amongst peer municipalities at $0.34 average cost per kilometer for maintenance and fuel, with the municipal average being reported at $0.68 per kilometer.

The following is an overview of Fleet Services key management and maintenance services available to client program areas:

- Asset management and life cycle planning.
- Vehicle and equipment procurement program, including planning, specifications, and acquisition.
- Data management, benchmarking and reporting.
- Preventative and predictive maintenance planning and programs.
- General and emergency repair services.
- SME (Subject Matter Experts) providing leadership and expertise on all Fleet needs and initiatives including:
  - fleet policies/procedures.
  - fleet rightsizing.
  - sustainability “greening the fleet”.
  - legislative and regulatory requirements/compliance.
  - technological advancement and solutions.
  - contract service management.

The degree of utilization of these services varies considerably by program area, which means that the Region’s vehicles are currently managed as a number of small fleets rather than a single significant asset group. This creates a number of challenges and risks, but most importantly, it creates duplication, inefficiency and unnecessary cost to the organization.

**Recommendations**

The Program Review consultant developed 37 recommendations for improving the efficiency and effectiveness of the Fleet Services Program. These recommendations are listed in Appendix A and are discussed in detail below. In general, the Internal Auditor and the Director, Facilities Management & Fleet Services agree with the consultant’s recommendations. **Unless otherwise noted in the body of this report, all of the recommendations will be included in the detailed implementation plan.**

**High Level Recommendation and Focus Areas**

Comprehensively the consultant’s recommendations represent a shift in focus from the current decentralized mandate of the Fleet Services Program involving a collection of
program owned assets to become a fully centralized Fleet Management Program managed as a single corporate fleet (the review did not include GRT Fleet). The consultant identified a number of savings opportunities which are dependent on a clear mandate for centralized Fleet Management of the Region’s vehicle assets as a single fleet. The current decentralized approach to managing a number of small fleets for each user program area results in duplication of vehicles and poor utilization of vehicle resources. The lack of clear accountability for the vehicle life cycle also creates an opportunity for less rigorous needs assessment and poor asset decision making. This will allow the Region to better align itself with industry best practices and increase the efficiency and effectiveness of the fleet operation. Recognizing the unique relationship with the Waterloo Regional Police Service and the requirements under the Police Services Act, we will work with Police to determine the extent to which these recommendations can be applied to their fleet.

Based on the scope of work and the interrelationships between the themes and more specific recommendations, the program of work required to make this shift to a centralized Fleet Management Program can be packaged into four main focus areas linked to the recommendations in Appendix A:

1. **Fleet Management Business Model:** The business model must be redefined to support the transition to a fully centralized Fleet Management Program. Fundamentally, the Fleet Program will be responsible and accountable for ensuring that the Region’s corporate vehicles meet collaboratively defined program area requirements at the lowest possible life cycle cost to the organization. This will include centralization of fleet management and maintenance functions, service level agreements, financial accountability, as well as frameworks for fleet policy and service improvement. This is consistent with the program review results in Facilities Management and, when completed, will result in a new and consistent business model for the entire Facilities Management and Fleet Services Division.

2. **Fleet Management Business Systems:** The current Fleet business systems will be realigned to support the new business model, including improved financial, data and performance management structures, and the improved use of technological solutions to facilitate delivery on the broader responsibilities of the Program.

3. **Fleet Asset Management Program:** Implementation of a comprehensive life-cycle asset management program for the corporate fleet will provide a more structured approach to maintenance and renewal planning, financial planning and execution of program initiatives. Many of the cost savings opportunities as a result of this review will come from the centralized asset management of the Region’s vehicle fleet.

4. **Fleet Operations Management:** The day-to-day Fleet processes will be realigned to support the new business model, including implementation of performance standards, productivity improvements and quality assurance programs, benchmarking of services provided (internal/external), compliance to maintenance programs, and staff training.

**Focus Area Recommendations, Actions and Implementation**

These focus areas balance customer service, asset sustainability, efficiency and cost
effectiveness while enhancing the supporting data management and systems. Anticipated benefits and an action plan for how the recommendations will be implemented in the future and/or describing the work that has already been done is provided below for each recommendation and/or focus area. These will form the basis of a more detailed, collaboratively developed implementation plan to be carried out over the next two years.

The timing for each area represents the period in which the actions would be initiated. Immediate (by mid 2014); Short-term (by end of 2014); Medium-Term (by end of 2015); and Longer Term (post 2015).

Much of the work in 2014/15 will be focused on collaboratively redefining the Fleet Management business model, alignment of budget structures, and improving maintenance operational efficiency and effectiveness in support of the new business model. A summary of actions by focus area is provided in Appendix B.

Divisional management resources in collaboration with IT, Finance and HR will create the supporting structures and processes necessary to a successful implementation. These will include implementation planning, project controls, change management and communication.

Focus Area 1: Fleet Business Model

Timing: Initiate 2nd Quarter 2014 (Immediate)
Governance, Customer Relationship Management
Rec. 1,2,3,6,13,30,31,32,35

Based on the findings of the program review, the current Fleet Services business model does not effectively align with best practice organizations that operate in a fully centralized Fleet Management framework. Centralization of fleet management has been a dominant trend in industry over the past 25 years and can be traced to the increasing cost and complexity of fleet management and an increased emphasis on efficiency. Industry experts consider it to be the most effective organizational structure and that it is best administered by a Corporate Services-type organization rather than by one of the larger client groups. The consultant advised that organizations can typically achieve operating and capital savings in the order of 5-10% through fleet centralization. In the case of the Region’s Fleet, we expect savings in the range of 15%-20%. Preliminary staff estimates indicate capital and operating savings of up to $200,000 in capital costs and $50,000 in operating costs in 2015/16 through simple measures such as swapping vehicles between program areas, procurement process improvements and enforcing the use of pooled vehicles for low utilization needs. Beyond 2016, anticipated capital savings in the range of $300,000 - $700,000 per year as well as operating savings in the range of $100,000 - $200,000 are expected from right sizing the fleet, having vehicle standards that provide the right vehicle for the job, use of technological solutions, optimization of vehicle utilization and managing total life cycle costing including fleet residuals. Actual cost savings and improved efficiencies will be dependent on Fleet Management program initiatives and program area fleet business requirements.

One of the findings of the review is that fleet operations are partially centralized under the Director of Facilities Management and Fleet Services. The Manager, Fleet Services is responsible for management and maintenance of the corporate fleet and keeping an updated database of all fleet assets and utilization. This role shares responsibility with client groups and purchasing for new or replacement acquisition decisions, however defined budgets for fleet capital and operating are held by the individual client groups. The role of Fleet Services
in acquisition, however, is not always accepted by all client groups. Other areas of fleet management best practice, such as policy and procedure, financial management and accountability, life cycle planning and total cost of ownership, sustainability, fleet rationalization and utilization fall outside of the current Program mandate, with little involvement from Fleet Services.

- Recommendation 1 proposes to fully centralize all fleet management and maintenance functions for the corporate fleet (the review excluded GRT Fleet).
- Recommendation 3 proposes that Fleet Services create a detailed fleet policy framework placing a priority on policies that will result in standardization and savings.
- Recommendation 13 proposes to develop and implement a charge-back model for vehicle ownership to centralize control over replacement, establishing the optimal cycles and standardized policies. As well, this recommendation aligns financial management, decision-making and accountability.

Program Management Comment: The new Fleet Management business model will reflect the consultant’s recommendations and will be developed in collaboration with the client program areas to ensure that their operational needs are met. The model will be endorsed by the Corporate Leadership Team prior to implementation. The degree to which this model and the resulting savings opportunities can be applied to the Waterloo Regional Police Service fleet, will also be evaluated in collaboration with Police staff.

Another finding is that at the Division level, Fleet is grouped together with Facilities Management and is not a stand-alone organization receiving the visibility that it should have.

- Recommendation 6 proposes that Management monitor when additional fleet responsibilities warrant a distinct Division. This would optimize the programs organizational and governance structure and best align accountability.

A related finding is that The Grand River Transit (GRT) runs an independent fleet program and maintenance facilities. Although GRT Fleet was not included in the scope of this review, the current structure is potentially inconsistent with the overall recommendation to centralize fleet management functions and should be reviewed.

- Recommendation 2 proposes that the Region conduct a review of GRT fleet operations to identify potential for efficiencies. This review would evaluate the advantages and disadvantages of combining Corporate Fleet and GRT Fleet.

Program Management Comment: The Region’s overall organizational structure is being evaluated in 2014. The question of whether the Fleet Program should be a separate Division at this time as well as the relationship to GRT Fleet could be considered as part of that larger evaluation.

From a Customer Service perspective, one of the findings is that there is a lack of formal service level agreements (SLA’s) between Fleet Services and their primary clients.

- Recommendation 30 proposes that Fleet Services create SLA’s with customers detailing the division of responsibilities between users and Fleet Services, pricing and service levels. The benefits of this recommendation are that it will form the basis of a collaborative arrangement between Fleet Services and user departments, and insure user department operation needs are effectively recognized and addressed. Also, it
will clearly define roles, hold Fleet Services accountable and align decision-making consistent with the new fleet management model.

- Recommendation 36 proposes that Fleet Services develop a charge-back model which is transparent and clear to Departments. This will ensure user department buy-in and ensure that funds are available when needed.

Another finding of the program review is that customer service surveys with user departments are not conducted annually on an “active” basis.

- Recommendation 31 proposes that Fleet Services conduct annual surveys to monitor customer satisfaction with Fleet Services. Fleet Services should track results and trends and address concerns. This will improve Fleet Services and user department relations and identify joint areas of savings.

- Recommendation 32 proposes that Fleet Services develop a fleet reporting matrix that details what information needs to go to which organization or to senior management with what frequency. This will allow for customers and senior management to receive regular and useable fleet reports. It will also improve Fleet Services and user department relations and identify joint areas of savings.

**Focus Areas 2: Fleet Business Systems**

Timing: Initiate 3rd Quarter 2014 (Short Term)

Financial Management, Information Management
Rec. 26,27,28,29,33,34,36

Fleet business systems (data management, polices/procedures, processes and reporting structures, etc.) are the critical tools which will allow the Fleet Program to deliver on the commitments associated with the evolution from decentralized Fleet Services to centralized Fleet Management. The increased responsibility and accountability associated with this broader mandate will require changes and improvements to the current systems. The primary focus items in regards to business systems relate to the use of KPI’s (Key Performance Indicators) and the financial framework required to effectively measure and manage fleet performance and efficiency. The following recommendations provide opportunities for improvements in information and financial management.

Fleet Services has a FMIS (Fleet Management Information System-EMDECS) that was implemented in 1999 and has gone through several enhancements and upgrades since then. This system is also used by GRT Fleet. The program review did not include a comprehensive review of the FMIS system; however, the consultant did provide feedback and recommendations based on their high level analysis. The overall observation of the consultant is that EMDECS is not function rich and does not support the efficiency and effectiveness which a commercially available, off the shelf, FMIS can enable through automated work flows, customizable dashboards/reports, entire vehicle lifecycle management, etc.

- Recommendation 27 proposes that dashboard, reporting and self-serve query features are identified as requirements for any future FMIS improvement or replacement.

- Recommendation 28 proposes that Fleet Services ensures that the next FMIS is
feature and function rich to accommodate vehicle lifecycle management from start to finish, that it enables automated workflows, and it serves as an information repository (i.e. for vehicle specifications, PM checklists, recalls and bulletins, etc.).

Program Management Comment: The current FMIS system has all of the functionality currently required to deliver on the recommendations in this report, however, the replacement of this system is being considered as part of the larger organization-wide Asset Management project, and the purchase of a single, comprehensive asset management system. The consultant’s recommendations will be included in the evaluation of any replacement system.

In addition to the recommendations above, the consultant also noted that all fleet clients within the organization should be on one FMIS environment to reduce IT costs. This will be taken into consideration as well in relation to the Corporate Fleet and GRT Fleet database environments.

• Recommendation 29 proposes that Fleet Services consider alternative methods of odometer or hours entry in the FMIS (such as Telematics), to ensure sound data for decision making on PM forecast, fleet related key performance indicators (KPI’s), decision to replace, CVOR compliance, etc.

Program Management Comment: Fleet Services is currently conducting a broad-based pilot of telematics equipment on 52 vehicles in both the corporate and GRT fleet. Initial results have identified operational trends and opportunities for improvement, which could not be realized without the use of technology. The new business model will be critical to ensuring consistent, organization-wide application of this technology where warranted.

Another finding of the program review is that there is an opportunity to better use the financial and operational data in the management of the Fleet Services Program.

• Recommendation 26 proposes to develop KPI’s, determine targets, and using the FMIS, Crystal reporting, and IT Services produce KPI reports for review with management, finance, etc. KPI’s will allow monitoring of the results for the existing program and any changes that may result from this study. It will also allow for benchmarking against other organizations.

• Recommendation 37 proposes that Fleet Services proactively develop targets for cost reduction in order to support efficiency measures.

Program Management Comment: Fleet Services has long been recognized as a leader in data collection and evidence-based analysis, but has not organized this information into a formal KPI structure with clear operational targets in part because of the wide service variation between client program areas. This strong foundation will make the implementation of these recommendations straightforward and should allow for solid baseline and historical analysis as well as forward-looking projections.

From a financial management perspective, the consultant found that the capital and operating budgets are managed independently for each program area. Fleet Services in collaboration with corporate Finance and each separate client group, prepares a 10 year capital forecast and annual procurement requirement. Annual operating budgets are established by each client program area and Finance in consultation with Fleet Services. This approach leads to inconsistencies across the fleet, erodes accountability and provides limited opportunity to take advantage of fleet-wide efficiencies.
Fleet financial management best practice strives to strike a balance between reducing costs without impacting the productivity of the fleet user groups. In order to improve the financial management of the Fleet Program, the following three recommendations are proposed:

- Recommendation 33 proposes to centralize funding within Fleet Services and charge an ownership fee to the Departments funded as either a user pay reserve fund or through an annual capital approval process.

- Recommendation 34 proposes that Fleet Services capture all fleet related costs in the FMIS for charge-back model calculations (as well as TCO analysis) and on the type of vehicle to replace existing holdings with. Improvements in cost capturing will permit a better understanding of fleet costs and highlight savings.

- Recommendation 35 proposes that Fleet Services use a combination of management fees and mark-up to recover overhead and administrative cost. This will ensure that budget requirements are more predictable and avoid funding shortfalls.

Program Management Comment: Preliminary staff estimates indicate capital and operating savings of up to $200,000 in capital costs and $50,000 in operating costs in 2015/16 through simple measures such as swapping vehicles between program areas, procurement process improvements and enforcing the use of pooled vehicles for low utilization needs. Beyond 2016, anticipated capital savings in the range of $300,000 - $700,000 per year as well as operating savings in the range of $100,000 - $200,000 are expected from right sizing the fleet, having vehicle standards that provide the right vehicle for the job, use of technological solutions, optimization of vehicle utilization and managing total life cycle costing including fleet residuals. Actual cost savings and improved efficiencies will be dependent on Fleet Management program initiatives and program area fleet business requirements.

Fleet will work closely with Finance to develop a charge-back model that aligns with these recommendations and is consistent with the Regions program based budgeting.

Focus Areas 3: Asset Management
Timing: Initiate 1st Quarter 2015 (Medium Term)
Acquisition and Disposal, Utilization Management, Replacement
Rec. 7,8,9,10,11,12,21,22,23,24,25

The program review included an evaluation of process and practices related to asset management activities. Based on the findings, the processes are fairly consistent, but the level of inclusion of Fleet Services and compliance to standard practices and corporate objectives varies by user group. The following recommendations provide opportunities for improvement in acquisition and disposal, utilization management and replacement.

Because of the nature of the review, many of the recommendations are generic rather than specific to the Region’s Fleet and would require significant research and evaluation for Regional staff to complete independently. In the interests of ensuring that the cost savings associated with these recommendations are identified and realized as quickly as possible, staff recommend that the same external consultant be retained to conduct a more detailed review and provide specific and detailed recommendations regarding Fleet Asset Management best practices including fleet rationalization, procurement planning, utilization management, PM programs and as part of the business model-supporting policies and
procedures. Fleet management will work in collaboration with the client program areas to ensure these recommendations are consistent with the new business model and implement approved recommendations.

A finding of the program review was that the roles of Fleet Services, the user and Procurement in the acquisition process is not clearly defined and understood.

- Recommendation 8 proposes that fleet management acquisition, peak period and remarketing functions be centralized to a much greater extent. As well, remarketing funds should return to the fleet replacement budgets. Returning remarketing funds to Fleet creates a financial incentive to maximize residual values through a carefully managed lifecycle approach.

- Recommendation 9 proposes that Fleet Services develop a procedural document that clarifies roles and responsibilities throughout the acquisition process, with Fleet acting as vehicle SME (Subject Matter Expert), program area providing input on operational requirements and Procurement ensuring all contracting regulations are followed.

Another finding of the program review is that Fleet Services does not have a formal vehicle selector with standard offers in place with manufacturers. This means that there is no automatic default across the fleet either in terms of functionality or manufacturer when purchasing a commonly purchased vehicle such as a basic sedan or pick-up.

- Recommendation 7 proposes that Fleet Services develop a vehicle selector and accompanying standing offers with manufacturers to standardize and streamline the acquisition of basic vehicles such as sedans and pickups. This will save significant time in the acquisition process and will result in dollar savings due to bulk purchasing of standardized options.

Program Management Comment: Fleet Services currently recommends an informal vehicle standard for most common purchases, but adherence to this standard is at the discretion of the program area and is inconsistently applied. Development of a specific vehicle selector tool will form part of the consulting assignment described above in order to fast-track this savings opportunity.

The goal of utilization management is to optimize or “right-size” the number of vehicles in a fleet such that there are no more vehicles than required. This keeps fleet-related costs as low as possible without sacrificing productivity.

One of the findings of the program review is that there are no established utilization targets that are in line with the function and operating environment of the specific units.

- Recommendation 11 proposes that Fleet Services develop minimum utilization thresholds in terms of age and kilometers or hours of use and publish these so they can be followed by user departments. These targets often relate to a cost/benefit analysis of the point that it is cheaper to rent a vehicle for occasional use rather than own a lightly-used asset. The benefits of this recommendation are that user departments will use standard lifecycles that will make budget cycles easier to predict and achieve savings by ensuring that vehicles are remarketed at the optimal point in their lifecycle.

- Recommendation 12 proposes to conduct annual reviews to determine the actual need for low utilization vehicles. This will facilitate the ability to rotate low utilization
vehicles as required and will result in a reduction to fleet size which will reduce both
capital and operating cost expenditures on fleet.

It is also recommended best practice from a utilization management perspective for
organizations to have a centralized pool of vehicles to meet peak period requirements, act as
loaners for a vehicle in for maintenance and repair, and for the occasional use by employees
who do not have a vehicle assigned to them. The existence of a well-managed centralized
pool reduces the need for user groups to keep spare vehicles for their sole use which
unnecessarily increases the fleet size and cost. Currently, there are 8-10 vehicles in the
centralized pool managed by the Fleet Services. In addition, several user client groups keep
their own spares in case of a vehicle breakdown.

- Recommendation 10 proposes to augment the centralized pool and eliminate the
  spare vehicles from the individual user departments. This will result in a reduction to
  fleet size which will reduce both capital and operating cost expenditures on fleet.

Program Management Comment: It is expected that this pool can be established primarily
by repurposing existing low utilization vehicles rather than purchasing new vehicles.

Replacement planning is the projection of future replacement dates and costs for each
vehicle and piece of equipment in the fleet. Its purpose is to identify long-term spending
needs and associated budgetary requirements. Replacement decision making, on the other
hand, is the process of deciding when to replace individual vehicles and pieces of equipment.

One of the findings of the program review is that Fleet Services and user client groups often
do not agree on vehicle requirements and replacement timelines. Ultimately, the decision on
whether a replacement vehicle is needed rests with the user and there is no formal process in
place to identify, document and evaluate need. As a result, program areas have traditionally
been able to obtain vehicles without benefit of a more in depth review. With respect to
replacement planning and acquisition, several recommendations were made:

- Recommendation 21 proposes that Fleet Services improve the replacement process
  by managing customer expectations through formal replacement policies and decision
trees. This will result in a reduction to fleet size which will reduce both capital and
  operating cost expenditures on fleet.

- Recommendation 22 proposes that Fleet Services ensure formal substantiation is
  provided on the need to replace vehicles and on the type of vehicle to replace existing
  holdings with. This will result in a reduction to fleet size which will reduce both capital
  and operating cost expenditures on fleet.

- Recommendation 23 proposes that Fleet Services consider conducting a right-sizing
  study to ensure needs are efficiently covered. This may result in a reduction to fleet
  size which will reduce both capital and operating cost expenditures on fleet.

- Recommendation 24 proposes that Fleet Services establish vehicle lifecycles for all
  classes of vehicles that are consistent across user departments and that take total
cost of ownership into account. This will result in savings due to remarketing of
  vehicles at the optimal point in the lifecycle.

- Recommendation 25 proposes that Fleet Services create more stringent criteria to
  justify the retention of a replaced vehicle as a spare. This will result in a reduction to
  fleet size which will reduce both capital and operating cost expenditures on fleet.
Focus Area 4: Operations Management
Timing: Initiate 3rd Quarter 2014 (Short Term)
Operations Management, Maintenance and Repair
Rec. 4,5,14,15,16,17,18,19,20

Operations management consists of a wide variety of day-to-day fleet and maintenance related functions. Based on the findings, the existing fleet policies and procedures are not effectively supporting the needs of the Program. The current preventative maintenance program aligns with best practice organizations, however lacks compliance to service schedules. Training, contract services, shop productivity, parts service and quality assurance programs all need to be reviewed to further align with best practices. The following recommendations provide opportunities for improvement in operations management and maintenance and repair.

Fleet Services has a series of fleet-related policies in writing. However these documented policies are not consistently adhered to by fleet users, as they lack authority and have not been passed by Council.

- Recommendation 4 proposes that Fleet Services draft and approve a procedures manual and promulgate Region-wide. This will ensure greater standardization and adherence to policy which in turn decreases liability exposures, saves time and improves results.

- Recommendation 14 proposes that a policy be created on transportation alternatives. This will result in a reduction to fleet size with will reduce both capital and operation expenditures on fleet.

One of the findings of the program review is that there are opportunities to improve the staff training within the Fleet Services Program. Staff training has been extensive over the years, addressing immediate needs related to core services and management initiatives. However, the Program lacks a structured approach to training planning.

- Recommendation 5 & 19 proposes to develop a comprehensive training program for staff members to ensure a minimum level of technical and customer service skills.

- Additionally, Fleet Services should consider membership in professional organizations and specific training in fleet management to ensure staff at all levels is better equipped for their responsibilities.

Another finding is that the automotive parts are supplied out of ‘General Stores’ which falls under Finance Department. Fleet Services represents approximately 55-60% of their transactions. General Stores are staffed with stock keepers who are not automotive parts specialists and require support from the Fleet Technicians. As a result, Fleet Technicians can often spend a lot of time on parts issues rather than on activities more consistent with their skill sets.

- Recommendation 20 proposes to increase automotive parts expertise within the Materials Management section of Procurement and Supply Services, to bring them to the level of trained automotive specialists and/or explore opportunities to outsource to organizations such as a NAPA. The primary benefits of this recommendation are improved technician productivity and reduced downtime of client vehicles and
The preventative maintenance (PM) program appropriately incorporates multiple echelons of progressive services and intervals generally follow manufacturer recommendations. Checklists are used to guide Fleet Technicians in completing thorough inspections. Preventative maintenance services are scheduled by running a forecast report in the fleet system each week. The Fleet Coordinator schedules services with customers each Friday for the following week. Daily updates are also run and follow-up calls to customers made as required.

One finding is that compliance with PM schedules (defined as services completed on or before their original scheduled date) is reportedly 72-percent. The industry standard is 95-percent. Achieving this standard is a shared responsibility between fleet users and Fleet Services and will require close communication and cooperation. A concerted focus on meeting this metric will ultimately improve fleet availability, lower repair costs, and enhance fleet safety.

- Recommendation 17 proposes that a concerted effort should be made in partnership with customers to increase compliance with PM to 95-percent. Preventative maintenance prolongs vehicle life and is a proven investment in order to avoid unnecessary and expensive repairs. PM compliance is key to realizing the cost savings inherent in a good PM program.

Program Management Comment: This is an excellent example of where meaningful key performance indicators can be used to drive behaviour. One of the first KPI’s that Fleet will begin tracking for each program area is the level of PM compliance. Using that compliance data, Fleet will work with program areas to identify and resolve barriers to meet the target of 95% PM compliance to schedule.

Another finding with respect to maintenance and repair is that Fleet Services does not have a formal quality assurance (QA) program in place to review technician work and monitor rate of repeated work required.

- Recommendation 18 proposes that Fleet Services develop a formal quality assurance program. QA ensures customers are satisfied and maintenance operations are effective. A strong QA program will generate less repeat work resulting in less redundancy and therefore lower costs.

Program Management Comment: The existing informal quality assurance program will be expanded and enhanced to a formal QA program to ensure quality of work meets acceptable standards and is completed in accordance with estimated time and costs.

Outsourcing is a normal practice for municipal fleet organization and most municipalities outsource from 10 to 20-percent of work on a value basis. Fleet Services has outsourced in excess of 50 percent at times. Management reported that a number of long-term absences of shop technicians, specialized vendor skills and lower costs were the primary reasons for the degree of outsourcing. Under a normal model, outsourcing focuses on specialized repairs and minimizing downtime during periods of peak workload. Routine repairs and services are normally completed in-house. While a detailed review of the causes, costs and benefits, and pros and cons of outsourcing practices was beyond the scope of this review, the current practices are far enough out of the norm that a detailed investigation may be warranted.

- Recommendation 15 proposes that Fleet Services conduct a thorough outsourcing study and consider shifting some services to the shop where the potential to reduce
A related finding of the Consultant is there are opportunities to improve the labour productivity of fleet maintenance staff.

- Recommendation 16 proposes that Fleet Services Management monitor Fleet Technician productive hours and increase to an average of 70% direct labour hours per year. This will improve shop efficiency while lowering costs of vehicle maintenance.

Program Management Comment: Each outsourcing decision is evaluated independently to ensure the most cost effective approach based on current productivity levels. Before implementing a comprehensive outsourcing study, performance management practices, KPI’s and standards will be implemented to assess and improve the efficiency of internal services. This process will include validation against estimated job times and monitoring of compliance to established standards. Once that is well underway and productivity improvements realized, a comprehensive outsourcing study will provide a more broad-based perspective to assist in establishing targets. Further assessment of industry best practices will be made to establish an appropriate target for the Region’s Fleet operation to ensure effective use of resources.

Implementation Benefits

A program review such as this one is focused upon the assessment of efficiency and effectiveness of current operations, as well as any risks that might be entailed in the running of the program or the provision of the service. Any recommendations for change that result from the review, accordingly, are oriented towards improving efficiency and effectiveness as well as reducing or eliminating risks. While some of the benefits will be quantitative and measurable in dollar value terms, many will be qualitative in nature or not necessarily measurable economically.

In this case, the recommendations are broadly focused on transitioning from a decentralized Fleet Services Program to a fully centralized, comprehensively managed Fleet Management Program to achieve efficiencies consistent with industry best practice. The centralization of all Fleet Management and Maintenance services will improve efficiencies and reduce overall Fleet operating and capital costs. The consultant advised that organizations can typically achieve operating and capital savings in the order of 5-10% through fleet centralization. Based on current average costs for operating and capital replacement of the corporate fleet, this generic saving estimate would be in the range of $60,000-$140,000 dollars annually. The primary changes that will result in operating and/or capital cost savings are:

- right sizing the fleet.
- vehicle standards that provide the right vehicle for the job.
- use of technological solutions.
- optimization of vehicle utilization.
- managing total life cycle costing including fleet residuals.

In the medium to longer term, industry experience also shows that a life cycle asset...
management program can reduce capital expenditures by effectively using maintenance history to determine the need for capital replacement. Actual cost savings and improved efficiencies will be dependent on Fleet Management program initiatives and program area business requirements.

In addition to the expected cost savings, the following benefits will also be achieved:

- Clear financial and operational accountability for vehicle assets.
- Improved service satisfaction for client areas.
- Consistent regulatory compliance and risk management.
- Improved operational productivity.

**Reporting**

Staff will report back to Council on the various stages of implementing the recommendations from this Program Review through the development of an annual reporting process. Staff will track the various implementation actions and report on the actual costs and benefits. The first report should be anticipated by early 2015.

**Corporate Strategic Plan:**

The completion of the study was done in keeping with Focus Area 5.3: Ensure Regional programs and services are efficient and effective and demonstrate accountability to the public.

**Financial Implications:**

The centralization of all Fleet Management and Maintenance services will improve efficiencies and reduce overall Fleet operating and capital costs. The consultant advised that organizations can typically achieve operating and capital savings in the order of 5-10% through fleet centralization. In the case of the Region’s Fleet, we expect savings in the range of 15%-20%. Preliminary staff estimates indicate capital and operating savings of up to $200,000 in capital costs and $50,000 in operating costs in 2015/16 through simple measures such as swapping vehicles between program areas, procurement process improvements and enforcing the use of pooled vehicles for low utilization needs. Beyond 2016, anticipated capital savings in the range of $300,000 - $700,000 per year as well as operating savings in the range of $100,000 - $200,000 are expected from right sizing the fleet, having vehicle standards that provide the right vehicle for the job, use of technological solutions, optimization of vehicle utilization and managing total life cycle costing including fleet residuals. Actual cost savings and improved efficiencies will be dependent on Fleet Management program initiatives and program area fleet business requirements.

Similar to other large scale Program Reviews (such as Facilities and ITS), both contracted and redirected resources will be required for a comprehensive and well integrated implementation. It is estimated that $200,000 will be required in 2014/15 to cover the cost of an external consultant to assist in a fleet right sizing review, capital planning and charge back structure and Corporate Fleet policy, as well as internal costs such as support from ITS and HR. Staff recommend that the estimated implementation costs of $200,000 be funded from
the Fleet Services vehicle and equipment reserves. The current balance is in excess of $1.0 Million and is sufficient to cover program requirements over the next several years as well as the implementation costs in 2014/15. A recommendation to amend the approved 2014 Capital Program to include the Fleet Services Program Review Project will be presented to Council before work commences on implementation of these recommendations.

Other Department Consultations/Concurrence:

In addition to the staff from Facilities Management & Fleet Services who participated in this program review, staff from Corporate Resources, Chief Administrator’s Office, Finance, Transportation and Environmental Services, Human Resources, Police, EMS, GRT were directly involved in this program review through interviews, and review of the recommended actions.

Attachments:

Appendix A: Consultant Recommendations by Fleet Management Function
Appendix B: Planned Implementation Activities Summary by Focus Area

Prepared By: David A. Young, Manager, Internal Audit
           Ellen McGaghey, Facilities Management and Fleet Services
Approved By: Michael L. Murray, Chief Administrative Officer
             Gary Sosnoski, Commissioner, Corporate Resources
Appendix A: Consultant Recommendations by Fleet Management Function

Governance
1. Fully centralize all fleet management and maintenance functions.
2. Conduct a review of GRT fleet operations to identify potential for efficiencies.
3. Create a detailed fleet policy framework placing a priority on policies that will result in standardization and savings.
4. Draft and approve a procedures manual and promulgate Region-wide.
5. Develop a comprehensive training program for staff members to ensure a minimum level of technical and customer service skills.
6. Monitor when additional fleet responsibilities warrant a distinct Division.

Acquisition and Disposal
7. Develop a Vehicle Selector Tool and accompanying Standing Offers with Manufacturers to standardize and streamline the acquisition of basic vehicles such as sedans and pick-ups.
8. Centralize fleet management acquisition, peak period and remarketing functions to a much greater extent. Ensure remarketing funds return to the fleet replacement budgets.
9. Develop a procedural document that clarifies roles and responsibilities throughout the acquisition process, with Fleet acting as vehicle SME (Subject Matter Expert), clients providing input on operational requirements and Procurement ensuring all contracting regulations are followed.

Operations and Utilization Management
10. Augment the centralized pool and eliminate the spare vehicles from the individual user departments.
11. Develop minimum utilization thresholds in terms of age and kilometers or hours of use and publish these so they can be followed by user departments.
12. Conduct annual reviews to determine the actual need for low utilization vehicles. Rotate low utilization vehicles throughout the Fleet as required.
13. Develop and implement a charge-back model for vehicle ownership so that user departments have the incentive to return under used vehicles.
14. Create a policy on transportation alternatives.

Maintenance and Repair
15. Conduct a thorough outsourcing study and consider shifting some services to the shop where the potential to reduce costs exists.
16. Monitor Fleet Technician productive hours and increase to an average of 1365 hours per year.

17. A concerted effort should be made in partnership with customers to increase compliance with preventative maintenance (PM) to 95-percent.

18. Develop a formal quality assurance program.

19. Develop an annual training plan for all Fleet Services staff.

20. Increase automotive parts expertise within the Materials Management section of Procurement and Supply Services, to bring them to the level of trained automotive specialists and/or explore opportunities to outsource to organizations such as a NAPA.

Replacement

21. Improve the replacement process by managing customer expectations through formal replacement policies and decision trees.

22. Do not automatically replace vehicles. Instead, ensure formal substantiation is provided on the need to replace vehicles and on the type of vehicle to replace existing holdings with.

23. Conduct a right-sizing study to ensure vehicle/equipment needs are efficiently covered.

24. Establish vehicle lifecycles for all classes of vehicles that are consistent across user departments and that take total cost of ownership into account.

25. Create more stringent criteria to justify the retention of a replaced vehicle as a spare.

Information Management

26. Develop meaningful key performance indicators (KPIs), determine targets, and using the Fleet Management Information System (FMIS), Crystal reporting, and IT Services to produce KPI reports for review with management, Finance, etc.

27. Ensure that all dashboard, reporting and self-serve query features are identified as requirements for any future FMIS improvement or replacement.

28. Ensure that the next FMIS is feature and function rich to accommodate vehicle lifecycle management from start to finish, that it enables automated workflows, and it serves as an information repository (i.e. for vehicle specifications, PM checklists, recalls and bulletins, etc.).

29. Consider alternative methods of odometer or hours entry in the FMIS (eg: Telematics), to ensure sound data for decision making on PM forecast, fleet related key performance indicators (KPI’s), decision to replace, CVOR compliance, etc.

Customer Relationship Management

30. Create SLAs with customers detailing the division of responsibilities between users and Fleet Services, pricing and service levels.
31. Conduct annual surveys to monitor customer satisfaction with Fleet Services. Track results and trends and address concerns.

32. Develop a fleet reporting matrix that details what information needs to go to which organization or to senior management with what frequency.

Financial Management

33. Centralize capital funding within Fleet Services and charge an ownership fee to the Departments funded as either a user pay reserve fund or through an annual capital approval process.

34. Capture all fleet related costs in the FMIS for charge-back model calculations (as well as total cost of ownership (TCO) analysis) and on the type of vehicle to replace existing holdings with.

35. Use a combination of management fees and mark-up to recover overhead and administrative cost.

36. Develop a charge-back model which is transparent and clear to Departments.

37. Proactively develop targets for cost reduction in order to support Fleet Service’s efficiency measures.
Appendix B: Planned Implementation Activities Summary by Focus Area

Focus Area 1: Fleet Management Business Model
Governance, Customer Relationship Management
Rec. 1,2,3,6,13,30,31,32,35
Timing: Initiate 2nd Quarter 2014 (Immediate)

Define and adopt, through consultation with client program areas and internal support services, a comprehensive fleet business model:
- Redefine the Fleet Management business model in collaboration with client program areas for CLT endorsement; fully centralize fleet management and maintenance functions and align budget structures to support the model.
- Define roles, responsibilities & accountabilities between Fleet and client program areas.
- Develop service level agreements with client program areas.
- Develop and implement Fleet charge back model.
- Develop and implement a client satisfaction survey – metrics & monitoring.
- Develop and implement a service improvement & accountability framework including SLA’s, KPI’s, surveys and continuous improvement.
- Develop and implement a change management and communication plan.
- Conduct an Operational review of GRT in conjunction with larger organizational review.
- Evaluate if additional responsibilities warrant a distinct Division in conjunction with larger organizational review.

Focus Area 2: Business Systems
Financial Management, Information Management
Rec. 26,27,28,29,33,34,36
Timing: Initiate 3rd Quarter 2014 (Short Term)

Align business systems and processes to support the new Fleet Management business model including:
- Evaluate the capabilities of the current FMIS system and modify to accommodate defined data management needs.
- Define financial framework for capital and operating fleet budgets to support charge back of costs to fleet user groups.
- Introduce key performance indicators and accountability, define targets for cost reductions.
• Develop supporting policies, procedures, processes and system structures.

• Develop communications and reporting protocols.

• Optimize technological solutions (e.g., Telematics).

Focus Area 3: Asset Management Program  
Acquisition and Disposal, Utilization Management, Replacement  
Rec. 7,8,9,10,11,12,21,22,23,24,25  
Timing: Initiate 1st Quarter 2015 (Medium Term)

Develop a comprehensive life-cycle asset management program for the Region’s fleet assets as part of Corporate Asset Management including:

- Align capital and operating budgets for all fleet management functions to support the Fleet Management Business Model and Systems.

- Develop and adopt a plan for long range fleet needs, including implementation of a capital planning structure.

- Complete and manage the asset inventory.

- Develop supporting policies, procedures, processes & system structures.

Focus Area 4: Operations Management  
Operations Management, Maintenance and Repair  
Rec. 4,5,14,15,16,17,18,19,20  
Timing: Initiate 3rd Quarter 2014 (Short Term)

Align operational programs and process to ensure effective and efficient services including:

- Develop and document performance standards and quality assurance programs.

- Review in-house vs. contract and alternate support services.

- Develop staff training and engagement programs.

- Develop supporting policies, procedures, processes & system structures.
Region of Waterloo

Corporate Resources

Facilities Management

To: Chair Tom Galloway and Members of the Administration and Finance Committee

Date: April 29, 2014  File Code: D06-80

Subject: User Fees for Electrical Vehicle Charging Stations owned by the Region

Recommendation:

That the Regional Municipality of Waterloo approve the collection of pay-per-use fees for accessing public electrical vehicle charging equipment owned by the Region as described in Report CR-FM-14-006, dated April 29, 2014;

And That notice be provided to the public of a proposed amendment to the Fees and Charges By-law 14-002 at the June 4, 2014 Regional Council meeting regarding implementation of a fee of $1.00 per hour of use of the public electrical charging equipment.

Summary:

Nil

Report:

Staff previously brought an information report to Regional Council with respect to supporting the development of a network of electrical vehicle (EV) charging stations for public use (See report CR-FM-13-007, dated May 28, 2013). Three locations under Regional ownership or influence were identified for installations over a two-year period. The report also indicated intent to utilize pay-per-use activation systems to help partially recover the capital costs of the equipment as well as associated operating costs (e.g. electricity, network software).

The first of the three locations, the Regional Museum, is nearing completion of all the equipment acquisition, site logistics and installation tasks and is now being prepared for public launch. Staff have consulted with the equipment vendor and other research to determine an appropriate user fee on an hourly basis so that EV drivers accessing the charging equipment incur a cost for the time it is connected to their vehicle. An hourly
fee of $1.00 is recommended for accessing the Region’s EV charging equipment and as such requires an amendment to By-law 14-002, a By-law to Establish Fees and Charges for the Regional Municipality of Waterloo. The second planned location for a regionally-owned EV charging station is in uptown Waterloo expected to be installed later in 2014. After a review of actual equipment usage data and operating costs from these existing stations, the hourly fee will be reassessed before the Region’s third public charging station is installed at 150 Main in Cambridge which is scheduled to occur in 2015. Staff will bring any recommended changes to the hourly fee forward to Regional Council for their consideration at that time.

Legal services have also prepared a Conditions of Use statement regarding liability issues related to accessing the Region’s EV charging equipment. This statement will appear on a weather-proof sticker directly affixed to the charging equipment.

**Corporate Strategic Plan:**

This initiative supports Focus Area 1 - Environmental Sustainability.

**Financial Implications:**

The capital costs for the purchase and installation of the three charging stations is expected to be under $30,000. The approved 2014 Facility Asset Renewal Capital Program includes sufficient budget within the Energy Management Upgrades to Major Buildings (Project 90053) for this work. The fees collected would be used within Facilities Management to offset operating costs associated with the equipment, namely for the network software (approximately $230 per year) as well as the electricity consumed (estimated to be between $300 and $600 per year) at each site.

**Other Department Consultations/Concurrence:**

Legal Services and Finance staff have been consulted in the preparation of this report.

**Attachments:**

Nil

**Prepared By:** David Roewade, Sustainability Planner, Corporate Resources

**Approved By:** Gary Sosnoski, Commissioner, Corporate Resources
Region of Waterloo

Corporate Resources

Council and Administrative Services

To: Chair Tom Galloway and Members of the Administration and Finance Committee
Date: April 29, 2014

Subject: Region of Waterloo 2013 Accessibility Status Report, the Waterloo Regional Police Services Accessibility Plan 2013-2014, and 2013-2014 Grand River Transit Accessibility Plan

Recommendation:
For information

Summary:

On December 2, 2012 Regional Council approved the Region of Waterloo 2013-2017 Multi-Year Accessibility Plan (Report CR-CLK-12-019). Under the requirements of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) and the Integrated Accessibility Standards Regulation (IASR), the Region of Waterloo is required to prepare an annual status report on the progress of measures taken to implement the strategy referenced in the Region’s multi-year accessibility plan and make said report available to the public. In addition, Transit Services is required to develop an annual accessibility plan through consultation with people with disabilities. The current report provides an update on some recent initiatives undertaken by the Region to improve access to programs and services including recent accessibility developments made by Grand River Transit and Waterloo Regional Police Services.

Report:

On December 2, 2012 Regional Council adopted the Region of Waterloo 2013-2017 Multi-Year Accessibility Plan (Report CR-CLK-12-019). The Multi-Year Accessibility Plan was created in response to the planning requirements detailed in the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) and the Integrated Accessibility Standards Regulation (IASR). The Region is required to prepare an annual status report on the progress of measures taken to implement the strategy referenced in the Region’s multi-year accessibility plan and make said report available to the public.
Standards Regulation (IASR). That plan outlined the actions the Region of Waterloo will take to meet the requirements of the AODA and the IASR and to identify, prevent and remove barriers for people with disabilities. The Multi-Year Accessibility Plan included the Waterloo Regional Police Services Accessibility Plan 2012-2013 to meet the general planning requirements under the IASR, along with the Grand River Transit Accessibility Plan 2012-2013 to meet the planning requirements under the Transportation section of the IASR.

Since the Multi-Year Accessibility Plan came into effect the Region of Waterloo has taken solid steps to improve the accessibility of services, processes, and facilities for both customers and employees in the areas of Training, Customer Service, Information and Communication, Employment, Transportation, and the Accessible Design of Public Spaces. The Accessibility Status Report (circulated separately and available at www.regionofwaterloo.ca/accessibility) reports on the progress of the Multi-Year Accessibility Plan and details the actions taken to improve accessibility, along with outlining the planned actions for the coming year. Included in the Status Report is an update to the Waterloo Regional Police Accessibility Plan, and an update to the GRT Accessibility Plan, reporting on the progress GRT has made to improve the accessibility of transit in Waterloo region.

The Region of Waterloo is submitting the Accessibility Status Report to the Administration and Finance Committee for information, as required by the AODA and the IASR.

1.0 2013 Accessibility Status Report

The following is a summary of highlights from the 2013 Accessibility Status Report, the Waterloo Regional Police Services Accessibility Plan, and the Grand River Transit Accessibility Plan (circulated separately).

1) Training
   Over the course of 2013, all staff and Regional volunteers received training on the Integrated Accessibility Standards Regulation and the Ontario Human Rights Code (OHRC) as it pertains to people with disabilities. Information on the IASR and OHRC has been incorporated in new employee training.

2) Information and Communication
   In November 2013, the Corporate Leadership Team approved a set of organizational standards to meet the requirements of the Information and Communication standard. The standards apply to documents that will be posted on the website or that are intended for public distribution. In accordance with the new standards, Council Services revised their templates to ensure that Council minutes, agendas, and other communications posted to the website will be accessible.
Waterloo Regional Police Services implemented Coplogic Online Reporting, improving access to reporting minor crimes. They also implemented best practices in the creation of electronic documents to ensure document accessibility and readability.

3) Employment

Human Resources updated the process for developing individual accommodation plans to meet the requirements of the AODA Employment Standard. A number of Human Resources policies were reviewed and revised to incorporate the requirements of the IASR.

The Region also participated in Disabilities Mentoring Day. Disabilities Mentoring Day brings together employers and persons with disabilities in the work environment to share the mentor’s inside knowledge of how the job works and the abilities that the mentee can bring to the position.

4) Transportation

Grand River Transit has developed an accessibility plan for 2013-2014 (Appendix B) which details the actions that GRT has taken to meet the requirements of the IASR Transportation Standard. The following is a summary of the highlights from the GRT Accessibility Plan.

- Throughout 2013, GRT conventional and specialized transit services staff participated in the Region of Waterloo’s training on the IASR and the OHRC as well as GRT’s own Accessibility Training.

- As of January 1, 2014, GRT has implemented the **Transit Support Person Policy**, which allows eligible registrants to travel with one transit support person and that no extra fare is charged. To manage this AODA requirement, GRT will introduce a support person eligibility assessment program to determine which customers require a support person to use transit and they will then be issued a PLUSone Transit Support Person card to display for the free travel of one companion.

- As of January 1, 2014 the following two policy changes for specialized transit services were implemented to assist further in saving resources to handle increased demands and to reduce wait times for specialized transit services:

  1. Eligibility Policy
Removed the reference to being unable to climb or descend stairs for future Mobility PLUS eligibility, since all conventional buses are now low floor and no longer have this barrier. Current customers would be reassessed to this new criterion when their eligibility comes up for renewal. This application renewal process occurs at five year intervals after a customer’s initial registration. Current customers expected to be impacted by the new criteria are those who became eligible due to a disability where using stairs was a barrier.

2. No-Show and Late Cancellation Policy

Introduced a new policy to enhance accountability for customers who regularly book trips and are either not there when the bus arrives, or do not cancel early enough for the ride to be rebooked. This policy exists in most other specialized transit services to help ensure these unused rides are available for waitlisted customers.

5) Accessible Design of Public Spaces

In 2013, a multi-departmental working group was created to develop a strategy to implement the Design of Public Spaces standard with a compliance deadline of January 1, 2016.

A number of accessibility improvements were made at various Regional buildings and facilities including the installation of an accessible family washroom at 150 Frederick Street and changes to the cafeteria at 99 Regina.

2.0 The Grand River Accessibility Advisory Committee

Public participation is an important feature of the work we do at the Region of Waterloo. Staff from the Region rely on feedback and input from the Grand River Accessibility Advisory Committee to ensure that we are working towards our vision of an inclusive Region of Waterloo. The following list outlines a few of the items for which the Region of Waterloo sought the advice of the Grand River Accessibility Committee:

- Design of the Waterloo Multi-Use Spur Line Trail
- Determining the number of accessible parking spots on Regional roads.
- Proposed accessibility features at roundabout on Franklin Blvd. and Saginaw.
- Region of Waterloo Inclusive Language Guidelines.
- Input on Light Rail Transit station stop design concepts.
- Region of Waterloo Housing Action Plan.
- Feedback on the accessibility features in new Grand River Transit buses.
- Grand River Transit’s accessibility plan.
- 2013 status update of the Region of Waterloo’s multi-year accessibility plan.
- Feedback on the installation of truncated domes at intersections.
- County Courthouse renovations (20 Weber Street).

**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 2013 Accessibility Status Report is accommodated within the Corporate Resources departmental budget, Citizen Service section.

**Other Department Consultations/Concurrence:**

Staff from Corporate Communications, Corporate Resources, Finance, Human Resources, Public Health, Planning, Housing and Community Services, Social Services, Transportation and Environmental Services (Transit Services) and Waterloo Regional Police Services were consulted in preparation of this report.

**Attachments**

Nil


**Prepared By:** Gina Hickman, Service Planning Associate, Citizen Service
Vanessa Lopak, Service Planning Associate, Citizen Service
Deb Bergey, Manager, Citizen Service
Kris Fletcher, Director, Council and Administrative Services

**Approved By:** Gary Sosnoski, Commissioner, Corporate Resource
Region of Waterloo

Finance Department

Procurement & Supply Services Division

To: Chair Tom Galloway and Members of the Administration and Finance Committee

Date: April 29, 2014

File Code: F18-30

Subject: Quarterly Summary of Tenders/Quotes, Requests for Proposals and Consultant Selections Approved by the Chief Administrative Officer

Recommendation:
For Information

Summary: Nil

Report:
The Region’s updated Purchasing By-law came into effect in July 2010. The by-law allows for the Chief Administrative Officer to award certain tenders/quotes, requests for proposals, and consultant proposals, as set out below:

1. Tenders are competitive bids which specify the scope of work and the terms under which the Region will contract for the goods and services. Administrative awards of tenders between $100,000 and $500,000 can occur if the following criteria are met: a minimum of three compliant bids are received, award to the lowest bidder, and the bid amount within budget.

2. Request for Proposals (RFP) are a formal document that seeks best value through competition. The RFP specifies in general terms what the Region wants but provides flexibility for respondents to propose a solution. RFPs include an evaluation criteria and scoring matrix. While price is part of the evaluation criteria and scoring, award is made to the vendor with the highest overall score. For RFPs between $100,000 and $500,000 the criteria to enable an administrative award are that the proposal is compliant, that it best meets the criteria as established, that at least three compliant proposals are submitted, and price is within budget.
3. Consultant Proposals are a type of RFP with the commodity being consultant services. For consultant proposals between $100,000 and $300,000, the criteria to enable an administrative award are that the proposal is compliant, that it best meets the criteria as established, and the price is within budget.

This has resulted in a more efficient and timely procurement process. A summary report is submitted on a quarterly basis to the Administration and Finance Committee outlining all tenders/quotes, RFPs and consultant proposals approved by the Chief Administrative Officer. Appendices 1, 2 and 3 provide the details of the tender/quote, RFP awards and consultant selections made by the Chief Administrative Officer from January 1, 2014 to March 31, 2014.

Corporate Strategic Plan:

This report supports and meets the objective of Focus 5 Service Excellence to ensure Regional programs and services are efficient and effective and demonstrate accountability to the public.

Financial Implications: Nil

Other Department Consultations/Concurrence: Nil

Attachments:

Appendix 1 – C.A.O. Tender Awards
Appendix 2 – C.A.O. Proposal Awards
Appendix 3 – C.A.O. Consultant Awards

Prepared By: Michelle Palmer-Novakovic, Manager, Procurement & Supply Services

Approved By: Craig Dyer, Chief Financial Officer
# Appendix 1 – CAO Tender Awards (January 1, 2014 to March 31, 2014)

<table>
<thead>
<tr>
<th>Tender Number &amp; Name</th>
<th>Description</th>
<th>List of Bidders (Successful Bidder Indicated in Bold)</th>
<th>Tender/Quote Price (Includes HST)</th>
<th>Budget</th>
<th>Net Cost of Award (Net of HST Rebate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>T2014-123</td>
<td>To replace four existing trucks, which have reached the end of their useful life.</td>
<td>Bennett GM Parkway Ford Sales Ltd. Wendell Motors Sales</td>
<td>$116,611.48 $117,646.56 $130,926.32</td>
<td>The Region of Waterloo’s approved 2014 Transportation Operations Capital Equipment Replacement program includes $132,000 for this project.</td>
<td>$105,012.00</td>
</tr>
<tr>
<td>RFT13-17</td>
<td>To enter into an agreement with the City of Waterloo for construction related fees for the installation of a dual ownership water main to facilitate the servicing of the Regal Place subdivision.</td>
<td>Network Sewer and Watermain Ltd. Regional Sewer and Watermain Ltd. Terracon Underground Ltd Brantford Engineering &amp; Construction Sierra Construction (Woodstock) Limited Steed and Evans Limited</td>
<td>$1,697,506.27 $1,803,770.00 $1,929,412.35 $2,065,894.00 $2,249,550.70 $2,329,000.00</td>
<td>The 2014 Council approved Water Capital Program provided a total budget of $450,000 under New Watermains to be funded by the Development Charge Reserve Fund.</td>
<td>$219,795.00*</td>
</tr>
</tbody>
</table>

*Note: The Region is only responsible for 50% of the water main and related costs, representing a small portion of the total bid award.
<table>
<thead>
<tr>
<th>Tender Number &amp; Name</th>
<th>Description</th>
<th>List of Bidders</th>
<th>Tender/Quote Price (Includes HST)</th>
<th>Budget</th>
<th>Net Cost of Award (Net of HST Rebate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>T2014-115</td>
<td>To replace the Remote Programmable Unit which was installed in the 1990’s with a new unit and minor control equipment upgrades.</td>
<td>Selectra Inc.</td>
<td>$156,783.43</td>
<td>The 2014 Council approved Water Capital Program provided a total budget of $1,000,000 under SCADA Communications Strategy and Upgrade to be funded by the Development Charge Reserve Fund and the Water Reserve Fund. A budget of $175,000 was allocated for this work.</td>
<td>$141,188.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lexsan Electrical</td>
<td>$159,527.75</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Procon Niagara</td>
<td>$174,347.70</td>
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<tr>
<td></td>
<td></td>
<td>MDL Electrical Inc.</td>
<td>$188,851.25</td>
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<td></td>
</tr>
</tbody>
</table>
## Appendix 2 – CAO Request for Proposal Awards (January 1, 2014 to March 31, 2014)

<table>
<thead>
<tr>
<th>Proposal Number &amp; Name</th>
<th>Description</th>
<th>List of Bidders</th>
<th>Proposal Price (Includes HST)</th>
<th>Budget</th>
<th>Net Cost of Award (Net of HST Rebate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>P2013-49 Real Estate Appraisal Services for Rapid Transit Corridor</td>
<td>Provision of independent appraisal reports to establish and defend compensation amounts for interests acquired, as well as, any other interests or features compensable under the Expropriations Act.</td>
<td><strong>Metrix Southwest Inc.</strong>*&lt;br&gt;Otto and Company&lt;br&gt;Cushman &amp; Wakefield Ltd&lt;br&gt;PVCI Inc.&lt;br&gt;Antec Appraisal Group Inc.&lt;br&gt;Pocrnic Realty Advisors</td>
<td>$226,022.60&lt;br&gt;$206,225.00&lt;br&gt;$214,700.00&lt;br&gt;$268,375.00&lt;br&gt;$288,715.00&lt;br&gt;$424,823.50</td>
<td>The Rapid Transit project includes $45.0 million for land purchases and associated costs, including appraisal fees.</td>
<td>$203,540.35</td>
</tr>
<tr>
<td>Proposal Number &amp; Name</td>
<td>Description</td>
<td>List of Bidders (Successful Bidder Indicated in Bold)</td>
<td>Proposal Price (Includes HST)</td>
<td>Budget</td>
<td>Net Cost of Award (Net of HST Rebate)</td>
</tr>
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<td>----------------------------------------</td>
</tr>
<tr>
<td>P2013-48 Traffic Count Program 2014-2016</td>
<td>To collect traffic and pedestrian data throughout Waterloo Region over 3 years. Traffic counts will include approximately 250 intersections and 110 will be 24 hour count locations.</td>
<td><strong>Accu-Traffic Inc.</strong>&lt;br&gt;Horizon Data Services Ltd.&lt;br&gt;Pyramid Traffic Inc.</td>
<td>$191,226.17&lt;br&gt;$277,754.00&lt;br&gt;$257,843.40</td>
<td>The approved 2014 Ten Year Transportation Capital Program includes $120,000 per year ($360,000 total 2014-2016) for the traffic count program to be funded from the Roads Rehabilitation Reserve Fund.</td>
<td>$172,205.00</td>
</tr>
<tr>
<td>P2013-35 Manufacture and Provision of Display Cases and/or Temporary Walls for use in the Waterloo Region Museum’s Temporary Exhibit Gallery</td>
<td>For the supply of display cases and wall systems in which to house artifacts which are on display within the temporary exhibit gallery.</td>
<td><strong>Concetti Design Inc.</strong>&lt;br&gt;The Taylor Group&lt;br&gt;Glasbau Hahn GmbH</td>
<td>$143,152.92&lt;br&gt;$207,222.79&lt;br&gt;$244,147.80</td>
<td>The 2014 capital budget includes $172,000 carried over from 2013. The source of funding for this project is the Capital Levy Reserve Fund.</td>
<td>$128,914.00</td>
</tr>
</tbody>
</table>

* Awarded to the supplier with the highest overall score
Appendix 3 – CAO Request for Consultant Awards (January 1, 2014 to March 31, 2014)

<table>
<thead>
<tr>
<th>Proposal Number &amp; Name</th>
<th>Description</th>
<th>List of Bidders (Successful Bidder Indicated in Bold)</th>
<th>Proposal Price (Includes HST)</th>
<th>Budget</th>
<th>Net Cost of Award (Net of HST Rebate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>C2013-29 Water Supply and Distribution Standby Power Master Plan</td>
<td>To update the current standby power plan by assessing the current standby power systems and identifying future requirements</td>
<td>Stantec Consulting Limited, Gamsby and Mannerow Limited</td>
<td>$310,750.00</td>
<td>The Council approved 2014 Ten Year Water Capital Program includes $2.5 million for facility upgrades to be funded from the Development Charge Reserve Fund and the Water Reserve Fund. Of this amount, $300,000 was allocated for the Water Supply and Distribution Standby Power Master Plan.</td>
<td>$279,840.00</td>
</tr>
<tr>
<td>Proposal Number &amp; Name</td>
<td>Description</td>
<td>List of Bidders (Successful Bidder Indicated in Bold)</td>
<td>Proposal Price (Includes HST)</td>
<td>Budget</td>
<td>Net Cost of Award (Net of HST Rebate)</td>
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</tbody>
</table>
| C2013-37 Kitchener Plant 2 Return Activated Sludge/ Waste Activated Sludge Screw Pump Upgrades | To provide detailed design and specification, construction inspection and contract administration. | **Associated Engineering Ltd.**  
CIMA+ Canada Inc.  
Note: Six proposals were received, however only two were short-listed and their price envelopes opened. | $172,024.00 | The 2014 Council approved Wastewater Capital Program includes funding in 2014/2015 in the amount of $2,600,000 to be funded from the Wastewater Reserve Fund and Development Charge Reserve Fund. Of this amount, $226,000 was allocated for this work. | $154,913.00 |
<table>
<thead>
<tr>
<th>Proposal Number &amp; Name</th>
<th>Description</th>
<th>List of Bidders (Successful Bidder Indicated in Bold)</th>
<th>Proposal Price (Includes HST)</th>
<th>Budget</th>
<th>Net Cost of Award (Net of HST Rebate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>C2013-22 Hydrogeological Assessment of Production Wells G7 and G8</td>
<td>To assess the water sources of two production wells.</td>
<td>Stantec Consulting Ltd Golder Associates Ltd Amec Environment and Infrastructure Ltd Wesa Inc.</td>
<td>$175,075.91</td>
<td>The 2014 Council approved Water Capital Program includes a budget of $1,547,000 in 2014 for source protection assessments. Of this amount $350,000 was allocated for this work.</td>
<td>$157,661.00</td>
</tr>
<tr>
<td>Proposal Number &amp; Name</td>
<td>Description</td>
<td>List of Bidders</td>
<td>Proposal Price (Includes HST)</td>
<td>Budget</td>
<td>Net Cost of Award (Net of HST Rebate)</td>
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<tr>
<td>C2013-36 Geotechnical Consulting / Material Testing Services, Construction of the SE-4A and the Leachate Collection System at the Waterloo Landfill</td>
<td>To provide all required geotechnical engineering and material testing services necessary to inspect and test including full-time on-site inspection services during liner construction.</td>
<td>Inspec-Sol Inc. Golder Associates Ltd. Peto MacCallum Ltd.</td>
<td>$173,565.74</td>
<td>The Region’s approved 2014 Waste Management Capital Program provides an overall budget of $4,080,000 in 2014 for the new cell SE-4A construction (project 01154) to be funded by debentures. Of this amount, $200,000 was allocated for this work.</td>
<td>$156,302.00</td>
</tr>
<tr>
<td>Proposal Number &amp; Name</td>
<td>Description</td>
<td>List of Bidders (Successful Bidder Indicated in Bold)</td>
<td>Proposal Price (Includes HST)</td>
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<tr>
<td>C2013-31 Consultant Services for Voice Radio Stage 1 &amp; 2</td>
<td>To prepare the detailed Request for Proposal specifications for the Voice Radio System Replacement.</td>
<td><strong>CIMA+ Canada Inc.</strong>&lt;br&gt;Lapp-Hancock Associates Limited&lt;br&gt;Note: Five proposals received however only two were short-listed and their price envelopes opened.</td>
<td>$181,365.00</td>
<td>The approved Facilities Management and Maintenance Capital Program includes $22,055,000 (2013-2016) for Waterloo Regional Voice Radio System to be funded from debentures. Of this amount, $350,000 was allocated for this work.</td>
<td>$163,325.00</td>
</tr>
</tbody>
</table>
To: Chair Tom Galloway and Members of the Administration and Finance Committee

Date: April 29, 2014

File Code: F17-70

Subject: Pre-qualification Process Review Update

Recommendation:

For Information

Summary:

In November 2012, Report No. F-12-093/CR-FM-12-019/E-12-113 recommending guidelines for the pre-qualification of general contractors and sub-contractors, was approved by Council. Staff continues to follow the approved guidelines. In November 2012, Administration & Finance Committee also requested staff to report back to Committee on a recommended pilot project where the general, electrical, and mechanical contractors, at a minimum, are pre-qualified and where the results are reviewed and compared with projects of similar scope where the sub-contractors were not pre-qualified.

Report:

1.0 Background
On November 6, 2012, Report F-12-093/CR-FM-12-019/E-12-113 recommending guidelines for the pre-qualification of general contractors and sub-contractors, was presented to Administration & Finance Committee and was subsequently approved by Council. A copy of Report F-12-093/CR-FM-12-019/E-12-113 is attached for reference in Appendix A. In accordance with the Council-approved guidelines, factors that staff take into consideration when assessing the need to pre-qualify general contractors and/or sub-contractors include:

1. Is the work exceptionally unique or specialized in nature?
2. Have there been incidents of poor quality work by vendors bidding on the type of work under consideration?
3. Is there a particularly significant risk associated with the work, such as potential adverse impact to delivery of critical Region services?
4. Are there any significant adverse consequences if the contract completion date is delayed (for example, need to meet senior government funding deadlines, deadlines for lifting development freezes, etc.)?
5. Are there any other project-specific requirements that would warrant pre-qualification?
6. Will there be multiple, similar projects within a fixed time frame?

On November 6, 2012, Administration & Finance Committee also requested staff to report back to Committee on a recommended pilot project where the general, electrical, and mechanical contractors, at a minimum, are pre-qualified and where the results are reviewed and compared with projects of similar scope where the sub-contractors were not pre-qualified.

2.0 Projects with Pre-qualification of Sub-contractors

Three recent Regional projects have included pre-qualification of the general contractors, mechanical sub-contractors and electrical sub-contractors in accordance with the Region’s guidelines. These three projects are considered suitable for performance monitoring as pilot projects and comparison to projects where the sub-contractors were not pre-qualified. The three projects are described as follows.

PQ2010-12 Pre-qualification of General Contractors, Mechanical Subcontractors and Electrical Subcontractors for the Waterloo Regional Police Service North Division Construction Project.

The construction contract (T2011-108) was awarded in June 2011 for $14,500,000 and was substantially completed in May 2013. A performance evaluation has been completed for the Project. A total of 64 submissions were received for this prequalification, including submissions from 41 General, 11 Mechanical and 12 Electrical Contractors.
PQ2010-11 Pre-qualification of General Contractors, Mechanical Subcontractors and Electrical Subcontractors for the Grand River Transit Strasburg Road Facility Expansion Project. A total of 51 submissions were received for this prequalification, including submissions from 24 General, 14 Mechanical and 13 Electrical Contractors.

The construction contract (T2011-137) was awarded in January 2012 for $47,250,000 and is scheduled for completion in spring 2015. Staff has been monitoring contractor performance on the Project.

PQ2013-09 Pre-qualification of General Contractors, Mechanical Sub-Contractors, Electrical Sub-Contractors and Structural Sub-Contractors for the Region of Waterloo County Courthouse Renovation. A total of 64 submissions were received for this prequalification, including submissions from 33 General, 17 Mechanical and 14 Electrical Contractors.

The construction contract (T2014-112) was awarded in February 2014 for $11.7 million and is scheduled to be completed in spring of 2015. Staff will be monitoring contractor performance during this contract.

Some examples of other contracts that could be compared to the contracts noted above are as follows:

T2009-026 Waterloo Wastewater Treatment Plant Upgrade, Contract 2. This contract was awarded in January, 2010 for $25.1 million and was completed in February, 2012.

T2013-018 Kitchener Wastewater Treatment Plant New Energy Centre and Digester Upgrades. This contract was awarded in February, 2013 for $38.3 million and is scheduled for completion in January, 2017.

T2014-118 Mannheim Water Treatment Plant Residue Management Plant Upgrades. This contract has an estimated value of $8.3 million, is scheduled to be tendered in May, 2014 and is scheduled for completion in August, 2015.

3.0 Performance Evaluation

Over the last five years, the Region has tendered in excess of 50 multi-trade construction contracts ranging in value from $100,000 to $55,000,000. The total value of these construction contracts exceeds $320,000,000. The majority of the Region’s multi-million dollar projects included the pre-qualification of general contractors in accordance with the Region’s guidelines for the pre-qualification of general contractors and sub-contractors. Over ninety percent (90%) of multi-trade construction contract dollars in the last five years have been awarded to pre-qualified general contractors. Construction on many of these contracts is ongoing.
Staff monitors the performance of all construction contracts and contractors utilizing both program performance measures and vendor performance evaluations. Performance measures monitored by staff include:

- Quality (conformance with regulations, standards and specifications);
- Safety (worker safety and public safety);
- Service to Stakeholders (the public, plant operators and building occupants);
- Timeliness (actual completion date versus planned completion date); and,
- Cost (tender cost versus budget estimate and final cost versus tender cost).

With few exceptions, the Region’s construction contractors meet the Region’s performance expectations.

Staff will continue to pre-qualify general contractors and sub-contractors on a project-specific basis and continue to monitor and evaluate contractor performance using established program performance measures and vendor performance evaluations to ensure that contractor performance expectations are being met and that the approved guidelines for pre-qualification of general contractors and sub-contractors continue to meet the Region’s needs. Staff will report back to Committee following completion of the projects noted in this report.

Corporate Strategic Plan:

Administration of construction contracts in compliance with the Region’s Purchasing By-law supports Focus Area 5 - Service Excellence of the Strategic Plan by meeting the objective of ensuring Regional programs and services are efficient and effective and demonstrate accountability to the public.

Financial Implications: Nil

Other Department Consultations/Concurrence:

Staff in Facilities Management, Design and Construction and, Procurement and Supply Services were involved in the preparation of this report.

Attachments:

Appendix A - Report No. F-12-093/CR-FM-12-019/E-12-113 dated November 6, 2012

Prepared By: Lisa Buitenhuis, Acting Director, Procurement & Supply Services  
Ellen McGaghey, Director, Facilities Management & Fleet Services  
Steve Van De Keere, Interim Director, Design and Construction
Approved By:  Craig Dyer, Chief Financial Officer

Gary Sosnoski, Commissioner, Corporate Resources

Thomas Schmidt, Commissioner, Transportation & Environmental Services
Appendix A

REGION OF WATERLOO

FINANCE DEPARTMENT
Procurement & Supply Services Division
CORPORATE RESOURCES
Facilities Management & Fleet Services
TRANSPORTATION & ENVIRONMENTAL SERVICES
Design and Construction

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

DATE: November 6, 2012  FILE CODE: F17-70

SUBJECT: PROCUREMENT & SUPPLY SERVICES PROGRAM REVIEW UPDATE
PREQUALIFICATION PROCESS

RECOMMENDATION:

THAT the Regional Municipality of Waterloo adopt the guidelines for pre-qualification of general and sub-contractors as set out in Report F-12-093/CR-FM-12-019/E-12-113, dated November 6, 2012.

SUMMARY: Nil

REPORT:

In 2008, the Region of Waterloo initiated a program review of Procurement & Supply Services (P&SS). A summary report was presented to Audit Committee on September 23, 2009, Report No. CA-09-005/F-09-038.

This report provides an update on an additional request made by Regional Council that Procurement & Supply Services establish a guideline for when a prequalification process is applicable. This is a companion report to F-12-092, also presented at Administration & Finance Committee on November 6, 2012.

Staff was directed to return to Administration & Finance Committee to report on the criteria currently used for a contractor prequalification process and to establish guidelines for the future use of prequalification processes. Staff was also asked to investigate the pre-qualification of subcontractors. Staff from Procurement, Facilities Management and Design and Construction met to discuss the current pre-qualification process and to ensure a consistent approach for prequalifying contractors.

This report describes the prequalification process including advantages and disadvantages of prequalifying general contractors and subcontractors, current municipal industry and Region practices, other alternatives for consideration and recommends guidelines for future prequalification processes.

1) What is a Pre-qualification Process?

A prequalification process is a procurement method that pre-screens potential bidders based on a set of mandatory compliance requirements and evaluation criteria to establish who will be eligible for the subsequent invitational bid phase. The pre-qualification criteria ensure that all potential bidders have the necessary equipment, facilities, management capacity, reliability, experience, financial
capacity, reputation and qualified/certified personnel to undertake the type of project under consideration. The prequalification processes are completed in advance of any bid issuance.

2) Prequalification of Consultants

The Region does not prequalify consultants for consulting assignments; however, the evaluation criteria used to assess consulting submissions are consistent with the Region's Purchasing By-Law and have been effective in ensuring that only capable consulting firms are shortlisted for Region consulting assignments. Report E-12-022/CR-FM-12-004 Consultant Selection Results 2007-2011 supports that the consultant selection process that has been in place for 15 years has achieved and continues to achieve best value for the Region. It is based on a Value Assessment philosophy where Value Assessment is an objective, formalized method of balancing quality and price with the aim of determining which consultant proposal for a particular assignment provides best value for money. Value Assessment is also used to comply with policies requiring competition, while ensuring quality is taken into account. Effective Value Assessment consultant selection processes are open, transparent and guard against excessively high costs.

3) Prequalification of Contractors

3.1 Advantages and Disadvantages

The benefits of pre-qualifying contractors are that the Region can ensure that it only receives bids from reputable contractors that have the resources, labour, finances, knowledge and equipment to achieve the scope of work required in a cost-effective and timely manner. This allows the Region to mitigate the risk of construction delays and cost overruns, sub-standard workmanship and to increase the health and safety of the construction workers and others on the project job site.

The potential for higher costs is the most significant drawback of pre-qualifying contractors. By pre-qualifying contractors, the competitive bid process can be constrained, possibly raising costs. If the criteria for the pre-qualification are too rigid, there may only be a few contractors that meet the requirements. Although a contractor may be pre-qualified it does not guarantee they will submit a bid. In most cases, it is desirable to have five or more pre-qualified contractors to ensure the bid process is competitive. In addition, the Region incurs a cost to conduct a prequalification, typically about $30,000 for consultants to evaluate numerous submissions for each pre-qualification regardless of contract value. The prequalification process also requires additional staff time. Pre-qualification does not guarantee that a general contractor will complete a contract on time or on budget.

3.2 Current Practice in Ontario Municipalities

Procurement and Supply Services initiated a survey to investigate how other members of the Ontario Public Buyers Association use pre-qualification processes. The survey had 22 respondents from across Ontario. Other municipalities report that while a prequalification opportunity may assure timely completion of high quality work, it typically decreases competition for the related tender. The 22 respondents prequalify contractors on a project specific basis for complex projects. The responding municipalities do not prequalify contractors universally for all projects.

3.3 Preferred Approach by Contractor Associations

The preferred approach to the pre-qualification process by contractor associations, such as the Ontario General Contractors Association, is to pre-qualify in advance of the bid issuance. The selection of the sub-contractors is typically left to the general contractors. The general contractors have advised staff that they prefer to select their own sub-contractors based on previous working
relationships and that quality contractors will only engage in projects with other qualified and competent subcontractors, essentially self-regulating themselves.

3.4 Current Region of Waterloo Prequalification Process

The Region currently uses the process of pre-qualification in regards to the general contractors on a project specific basis. Factors that staff takes into consideration when assessing the need to prequalify include:

1. Is the work exceptionally unique or specialized in nature?
2. Have there been incidents of poor quality work by vendors bidding on the type of work under consideration?
3. Is there a particularly significant risk associated with the work, such as potential adverse impact to delivery of critical Region services?
4. Are there any significant adverse consequences if the contract completion date is delayed (for example, need to meet senior government funding deadlines, deadlines for lifting development freezes, etc.)?
5. Are there any other project-specific requirements that would warrant pre-qualification?
6. Will there be multiple, similar projects within a fixed time frame?

The table below highlights examples of recent prequalification at the Region. The numbers in the “Reason to Prequalify” column refer to the factors listed above.

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
<th>Value</th>
<th>Reason to Prequalify</th>
</tr>
</thead>
<tbody>
<tr>
<td>Various Trades (Note: there was not a traditional &quot;General Contractor&quot; for this project.)</td>
<td>Trade Contractors for the Region of Waterloo History Museum - approximately 60 different trades were prequalified for the work of this project because there was not a traditional &quot;general contractor.&quot;</td>
<td>$16 million</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>General Contractors for the Waterloo WWTP Upgrades. (4 contracts)</td>
<td>$5,000,000 to $55,000,000</td>
<td>1,3,4</td>
</tr>
<tr>
<td>T2009-015</td>
<td>General Contractor for Manitou Drive Biosolids Dewatering Facility</td>
<td>$24,000,000</td>
<td>1,4</td>
</tr>
<tr>
<td>PQ2010-07</td>
<td>Joseph Schneider Haus Washhouse Outbuilding Project</td>
<td>$175,000</td>
<td>1</td>
</tr>
<tr>
<td>PQ2010-05</td>
<td>General Contractor for the Kitchener Waste Water Treatment Plant Upgrades</td>
<td>$40,000,000</td>
<td>1,3</td>
</tr>
<tr>
<td>PQ2010-04</td>
<td>General Contractor for the Airport Combined Services Facility Construction Project</td>
<td>$8,000,000</td>
<td>1,4</td>
</tr>
<tr>
<td>PQ2010-01 (ISF)</td>
<td>Scada System Contractor Preston and Galt Waste Water Treatment Plants Scada Upgrade Contracts</td>
<td>$5,600,000</td>
<td>1,4</td>
</tr>
<tr>
<td>T2010-003 (ISF)</td>
<td>Pre-qualification of General Contractors for the Hespeler WWTP New Raw Sewage Pumping Station</td>
<td>$6,780,000</td>
<td>1,4</td>
</tr>
<tr>
<td>Various</td>
<td>Drillers for Water Services</td>
<td>On going</td>
<td>6</td>
</tr>
<tr>
<td>Various</td>
<td>Demolition contractors for various buildings during the remaining 2012 to year end of 2014.</td>
<td>On going</td>
<td>6</td>
</tr>
</tbody>
</table>
November 6, 2012

The Fairway Road Extension project valued at approximately $45 million did not exercise the prequalification process. Staff felt that in this case prequalification of contractors and subcontractors was not warranted, and that the strict structural control and engineering specialist stipulation in the contract documents was the appropriate approach to this project.

On rare occasions such as if the Region is seeking a Leadership in Energy and Environmental Design (LEED) certification, a subcontractor pre-qualification process has been used by the Region to ensure that the subcontractor working under the successful contractor awarded the bid is able to meet the specifications of the tender. Examples of these are:

PQ2010-11 Pre-qualification of General Contractors, Mechanical Subcontractors and Electrical Subcontractors for the Grand River Transit Strasburg Road Facility Expansion Project.

PQ2010-12 Pre-qualification of General Contractors, Mechanical Subcontractors and Electrical Subcontractors for the Waterloo Regional Police Service North Division Construction Project.

The pre-qualification of sub-contractors is done rarely because it increases costs and is not generally desired in the industry. Typically, the cost and time to prequalify a sub-contractor is similar to the cost and time to pre-qualify a general contractor. For example, if a project has three (3) major sub-contractors the total cost to pre-qualify these three sub-contractors would typically be in the range of $90,000, or $30,000 for each sub-contractor, for the consultant to evaluate the submissions. Additional Regional staff time will be added to this cost.

4.0 Evaluation of Prequalification Approaches

Region staff evaluated potential approaches for the prequalification process based on costs versus benefits and prevailing industry practices.

I. Prequalify all contracts above a pre-determined value.

This approach is not recommended because the project dollar value is not a good predictor of benefits and need for prequalification due to the wide range of projects delivered by the Region. Implementation of the prequalification process for projects where there is no added value unduly restricts a competitive market and can increase costs, time and staff workloads.

II. Prequalify contractors for specific time periods (annually, multi-year)

This approach is considered by staff for specific types of repetitive work and has been applied for example when there are multiple well and demolition contracts in a given year. This approach is only applicable where there are a sufficient number of similar, repetitive projects in a given year or multi-year period. If the time period for multi-year periods is too long, contractors may change and the pre-qualifications may become invalid.

III. Include contractor qualification criteria in tenders and only accept tenders from bidders meeting minimum criteria.

This approach is not desired in the industry. Bidders may expend significant time preparing bids only to have them rejected. This could result in legal challenges after tender closing regarding the interpretation of the qualification used to accept or reject bids.
November 6, 2012  

IV. Prequalify on a case-by-case basis using the Region’s established criteria as described in 3.4 of this report. 

This approach allows for a cost benefit analysis to be conducted based on the specific requirements and dollar value of each contract and account for the prevailing practice within the specific industry.

5.0 Additional Measures Used by the Region

The Region has implemented a number of safeguards to ensure general contractors complete the Region’s construction projects in strict accordance with all contract requirements. For instance, the Region requires Bid-Bonds and Performance Bonds, which require the contractors to pass a pre-qualification process with the Bonding agency. The Region has also implemented a Vendor Performance Evaluation Program, which allows the Region to place Contractors with two unsatisfactory evaluations on probation for a term of 2 years during which time if they receive a third unsatisfactory evaluation, they are prohibited from submitting bids to the Region. Additionally, the Vendor Evaluations are discussed with the contractors, so that they are aware of their scoring and the areas that they need to improve upon. Since the Region’s implementation of the Vendor Performance Evaluation Program, other municipalities have looked to the Region for guidance in implementing similar programs.

6.0 Recommendation

It is recommended that the current pre-qualification process (as described in 3.4) being used by the Region continue, as this process has proven to be effective and successful, ensuring that contract requirements are adhered to. The Region should continue to use the following factors when determining the need for pre-qualification on a project-specific basis.

- Is the work exceptionally unique or specialized in nature?
- Have there been incidents of poor quality work by vendors bidding on the type of work under consideration?
- Is there a particularly significant risk associated with the work, such as potential adverse impact to delivery of critical Region services?
- Are there any significant adverse consequences if the contract completion date is delayed (for example, need to meet senior government funding deadlines, deadlines for lifting development freezes, etc.)?
- Will there be multiple, similar projects within a fixed time frame?
- Are there any other project-specific requirements that would warrant pre-qualification?

It is expected that a large percentage of past contractors would have passed a pre-qualification process, meaning that there would be no added value to the Region to universally implement a pre-qualification process for all projects.

CORPORATE STRATEGIC PLAN:

Administration of construction contracts in compliance with the Region’s Purchasing By-law supports Focus Area 5 - Service Excellence of the Strategic Plan by meeting the objective of ensuring Regional programs and services are efficient and effective and demonstrate accountability to the public.

FINANCIAL IMPLICATIONS: Nil

OTHER DEPARTMENTS CONSULTATIONS/CONCURRENCE: Nil
November 6, 2012  Report: F-12-093/CR-FM-12-019/E-12-113

ATTACHMENTS: Nil

PREPARED BY:  C. Whitlock, Director, Procurement & Supply Services
               E. McGaghey, Director, Facilities Management & Fleet Services
               B. Brodribb, Director, Design and Construction

APPROVED BY:  C. Dyer, Chief Financial Officer
               G. Sosnoski, Commissioner, Corporate Resources
               T. Schmidt, Commissioner, Transportation and Environmental Services
Region of Waterloo
Finance Department
Financial Services & Development Financing

To: Chair Tom Galloway and Members of the Administration and Finance Committee

Date: April 29, 2014          File Code: F11-30

Subject: 2014 Provincial Approval – Emergency Medical Services

Recommendation:
For Information

Summary:
Nil

Report:
The Province of Ontario has confirmed a 2014 grant for Emergency Medical Services of $11,219,258, an increase of $758,635 (+7.25%) over the 2013 grant.

The 2014 budget for EMS Revenues was based on a 1.5% increase over the 2013 approval plus a provision for funding of the 2013 expansion for EMS, resulting in budgeted revenue of $10,906,131 (or 48.4% of eligible expenditures). The approval is $313,125 greater than the budget. The 2014 provincial approval represents 49.8% of eligible expenditures for Emergency Medical Services.

Corporate Strategic Plan:
This report supports strategic objective 5.3 to ensure Regional programs and services are efficient and effective and demonstrate accountability to the public.

Financial Implications:
The 2014 provincial approval for Emergency Medical Services of $11,219,258 exceeds the 2014 budget by $313,125. The Region’s approved 2014 budget for Emergency Medical Services includes sufficient expenditures to claim all provincial funds available.
As the 2014 grant exceeds the budgeted amount, it is projected that there will be a one time surplus in the EMS budget for 2014. The increased grant amount will be reflected in the 2015 Operating budget for EMS.

Other Department Consultations/Concurrence:

Public Health including Emergency Medical Services was consulted in the preparation of this report.

Attachments:

Attachment 1 – April 2, 2014 letter from Minister of Health

Prepared By: Lee Parent, Manager, Financial Services

Approved By: Craig Dyer, Chief Financial Officer
April 29, 2014

Ministry of Health and Long-Term Care
Office of the Minister
10th Floor, Hepburn Block
80 Grosvenor Street
Toronto ON M7A 2C4
Tel 416-326-4300
Fax 416-326-1571
www.health.gov.on.ca

Ministère de la Santé et des Soins de longue durée
Bureau du ministre
10e étage, édifice Hepburn
80, rue Grosvenor
Toronto ON M7A 2C4
Tél 416-326-4300
Téléc 416-326-1571
www.health.gov.on.ca

APR 2 2014

Mr. Ken Seiling
Chair
The Regional Municipality of Waterloo
150 Frederick Street
Kitchener ON N2G 4J3

Dear Mr. Seiling:

I am pleased to advise you that the Ministry of Health and Long-Term Care will provide The Regional Municipality of Waterloo additional base funding of up to $758,635 with respect to the land ambulance services grant for the 50:50 partnership for the 2014 calendar year.

The Assistant Deputy Minister of the Direct Services Division will write to Mr. Mike Murray, Chief Administrative Officer, shortly concerning the terms and conditions governing this funding.

Thank you for your dedication and commitment to improving land ambulance services in Ontario.

Sincerely,

[Signature]

Deb Matthews
Minister

c: Mike Murray, Chief Administrative Officer, The Regional Municipality of Waterloo
Region of Waterloo
Finance Department
Financial Services & Development Financing

To: Chair Tom Galloway and Members of the Administration and Finance Committee

Date: April 29, 2014  File Code: F27-50

Subject: 2014 Regional Development Charge By-law – Process Update

Recommendation:
For Information

Summary:
Nil

Report:
The purpose of the Regional Development Charge (RDC) is to recover, to the extent possible, growth-related capital costs from those segments of the community (namely residential and non-residential development) which give rise to the need for additional growth-related capital works.

Staff provided an overview of the RDC By-law review process on April 1, 2014 through Report F-14-043.

The Region is required to prepare a Background Study which incorporates projected growth and capital costs required to service such growth, provide an opportunity for public input and review of the Background Study and draft By-law and then approve the By-law to collect development charges. The Background Study was presented to the Steering Committee at its meeting held in March and reported to A&F Committee on April 1, 2014.

The Steering Committee received presentations from the stakeholder community at its meeting held on April 9, 2014 and staff are continuing discussions with various...
stakeholders regarding clarifications of information presented in the Background Study. It is expected that these discussions will continue in May 2014.

As a result, the revised timetable for the review is as follows:

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 2014</td>
<td>Staff meet with stakeholders to provide clarification of information in Background Study. Steering Committee to develop options for implementation for consideration by Administration and Finance Committee</td>
</tr>
<tr>
<td>May 27, 2014</td>
<td>Administration &amp; Finance Committee considers Background Study and draft RDC By-law</td>
</tr>
<tr>
<td>June 4, 2014</td>
<td>Council receives input at Public Meeting</td>
</tr>
<tr>
<td>June 25, 2014</td>
<td>Council considers RDC By-law</td>
</tr>
</tbody>
</table>

Staff will provide an overview of the Background Study, the maximum permissible rates calculated therein, and various RDC policy matters at the Administration and Finance Committee’s next meeting on May 27, 2014.

**Corporate Strategic Plan:**

The RDC By-law Review supports Focus Area 1, Growth Management and Prosperity, of the Corporate Strategic Plan and specifically strategic objective 2.2 to develop, optimize and maintain infrastructure to meet current and projected needs as development charges provide an important source of funding for infrastructure needed to accommodate planned growth.

**Financial Implications:**

Development Charges are a key funding source for capital projects required as a result of development planned within the Region. The costs associated with preparing the Background Study and draft by-law are included in the 2014 Capital Budget and will be funded from development charges and the Capital Levy Reserve Fund.

**Other Department Consultations/Concurrence:**

Staff from all departments which have growth-related projects and Police Services are participating in the Development Charge By-law Review.

**Attachments:**

Nil

**Prepared By:** Calvin Barrett, Director, Financial Services & Development Financing

**Approved By:** Craig Dyer, Chief Financial Officer
Region of Waterloo
Finance Department
Budgets & Performance Measurement

To: Chair Tom Galloway and Members of the Administration and Finance Committee

Date: April 29, 2014  File Code: F11-30

Subject: New Building Canada Plan

Recommendation:

That the Regional Municipality of Waterloo endorse the submission of business cases and applications for funding from the New Building Canada Fund for the projects identified in Report F-14-055 dated April 29, 2014, subject to confirmation of eligibility requirements.

Summary: Nil

Report:

On February 13, 2014 the Government of Canada announced details of its $53 billion New Building Canada Plan (NBCP). The NBCP replaces the previous Building Canada Plan which expired on March 31, 2014. The New Building Canada Fund (NBCF) is a primary component within the overall NBCP. This $14 billion fund is intended to support infrastructure projects of national, regional and local significance that promote economic growth, job creation and productivity. Other components of the NBCP include $1.25 billion in new funding for the P3 (Public-Private Partnerships) Canada Fund and a combination of incremental municipal GST rebates and Gas Tax funding for municipalities in the amount of $32 billion. Fact sheets describing the various components of the NBCP are attached to this report.

The NBCF has been structured as follows:

<table>
<thead>
<tr>
<th>Component</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>The National Infrastructure Component (NIC)</td>
<td>$4 billion</td>
</tr>
<tr>
<td>The Provincial/Territorial Infrastructure Component</td>
<td>$9 billion</td>
</tr>
<tr>
<td>The Small Communities Fund</td>
<td>$1 billion</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$14 billion</strong></td>
</tr>
</tbody>
</table>

Report: F-14-055
The key features of each component of the NBCF are summarized in Appendix A.

**Potential Regional Projects**

Staff has reviewed the 2014-2023 capital plan in order to identify priority projects that would meet eligibility requirements for submission to the NBCF. The following table summarizes potential candidates for application to the fund.

<table>
<thead>
<tr>
<th>Project</th>
<th>Estimated Capital cost</th>
<th>Current Source of Financing</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage 2 Light Rail Transit</td>
<td>$2.5m</td>
<td>EA portion funded by RTMP reserve; business case portion not currently included in capital plan</td>
<td>2017-2018</td>
</tr>
<tr>
<td>Environmental Assessment (EA) Process and Business Case</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kitchener Wastewater Treatment Plant Upgrades</td>
<td>$195m</td>
<td>Development Charges &amp; Wastewater Reserve Fund</td>
<td>2015-2019</td>
</tr>
<tr>
<td>Multi-modal Hub Development</td>
<td>TBD</td>
<td>Currently not included in capital plan</td>
<td>TBD</td>
</tr>
<tr>
<td>Eastside Employment Lands</td>
<td>$10m – $50m</td>
<td>Development Charges, User Rates &amp; Roads Rehabilitation Reserve</td>
<td>2014-2031</td>
</tr>
<tr>
<td>Active Transportation Master Plan</td>
<td>$22m</td>
<td>Currently not included in capital plan</td>
<td>2015-2023</td>
</tr>
</tbody>
</table>

Detailed project descriptions are as follows:

1. **Stage 2 Light Rail Transit – Environmental Assessment Process and Business Case ($2.5M)**

The Region of Waterloo is implementing a light rail rapid transit system from the north end of Waterloo, through Kitchener to the south end of Cambridge. Stage 1 of implementing the system occurs in Waterloo and Kitchener and is moving into the construction phase this year. Completion of this stage is anticipated in mid 2017. Stage 2 of the light rail system plans further expansion into Cambridge and requires the completion of a business case and a Transit Project Assessment Process (TPAP) in order to finalize the route and scope of this stage of the project. The business case and the TPAP would review costs, user benefits, environmental benefits, land use benefits and social/community benefits with the goals being the selection of the best method for implementing a light rail system and the attainment of public and government support for the initiative. A multiple accounts evaluation process would be used for the business case that would provide the necessary information to support funding applications to the
federal and provincial governments. The development of the business case and subsequent completion of the TPAP would take approximately two years and would cost approximately $2.5 million. As part of this assessment options for integration of rapid transit, conventional transit and a future GO station would also be considered.

2. Kitchener Wastewater Treatment Plant Upgrades ($195M)

Wastewater generated in the City of Kitchener is treated at the Kitchener Wastewater Treatment Plant (WWTP) which is located at 368 Mill Park Drive. This plant has capacity to treat 120 million litres of wastewater per day and is comprised of two separate secondary treatment plants served by a common headworks facility and a primary clarifier facility. Plant 1 was constructed in the early 1960s and Plant 2 was constructed in the mid-1970s. The effluent from both facilities is disinfected prior to being discharged into the Grand River. In order to upgrade treatment and ensure better effluent quality in the future, the Region has initiated a Class Environmental Assessment (EA) Study for upgrading the treatment process, as well as for the provision of standby power to ensure essential operations will continue in the event of a power failure at the plant.

The Grand River has been a Canadian Heritage River for 20 years. The Kitchener WWTP is the largest discharger to the Grand River in the Region of Waterloo. Improvements to effluent from the Kitchener WWTP will reduce impacts on the river, the natural environment and downstream water users. While the existing Kitchener WWTP has performed satisfactorily, it has experienced issues with respect to odours. Treatment upgrades are required to ensure that better effluent quality is achieved prior to being discharged into the Grand River. By improving effluent quality long term, Grand River water quality will be improved, having positive impacts on recreational uses and fish communities. In 2011, the Region initiated a Class EA planning process as a precursor to making treatment improvements.

Two contracts for the Kitchener WWTP are already underway; Contract Phase 1 Lagoon decommissioning and digested sludge pumping and Contract Phase 2 Energy Centre and Digestion. Contract Phase 3 Headworks and Plant 3 secondary treatment are currently in design with construction scheduled to start in spring/summer 2015. The budget for this stage is $135M and is potentially eligible for application to NBCF. Contract Phase 4 Tertiary treatment and outfall will be moving into a design stage and is scheduled for construction in fall 2015. The budget for this stage is $60M and is potentially eligible for application to NBCF as well.

3. Multi-modal Hub Development (To be determined)

The Region of Waterloo is proposing the development of a multi-modal transit hub on approximately 1.6 hectares (four acres) of land located at the NE corner of the intersection of King and Victoria Streets in the City of Kitchener. The development of the Transit Hub will link the future ION rapid transit system (scheduled to be operational in 2017), Grand River Transit (GRT), two way all day GO train services (an enhancement to the existing GO train services recently announced by the Province), VIA Rail, and GO and other inter-city bus lines. The intent of the system is to create
one seamless public transportation system that is also integrated into the neighbouring community through well designed pedestrian and cycling connections and kiss and ride facilities. The Transit Hub will serve as a significant catalyst for additional transit oriented development on this property and within this part of the City of Kitchener known as the “Innovation District.” All necessary properties have been secured, site remediation is underway and planning for the site is complete. In addition to accommodating the above noted transportation infrastructure, all necessary planning approvals have been secured to permit approximately one million square feet of mixed use (residential, office and commercial) private or public sector development on the site. Development of this site will likely follow a phased-in approach, with the transportation infrastructure and a portion of the private sector development occurring in the first phase. The remainder of the site would be developed in a second phase as market conditions warrant.

A detailed report is also scheduled for the Planning and Works Committee meeting on May 27, 2014 regarding the multi-modal hub. This report will provide Council members with additional background, particularly a proposed work plan and financial considerations.

4. Creation of New East Side Employment Lands

In response to a need for more large-lot employment lands (20 acres or more), the Region of Waterloo and the City of Cambridge have been working together to bring over 700 net acres of new strategic employment lands to development-readiness. These lands are located east of the Grand River in the City of Cambridge, and are in the vicinity of the Toyota Motor Manufacturing Corporation plant and the Region of Waterloo International Airport. The availability of new land supply can provide opportunities to existing businesses to relocate to new facilities and to attract new business investment that requires such large-lot parcels.

In March and April of 2014, both City of Cambridge and Region of Waterloo Councils approved a Master Environmental Servicing Plan (MESP) for the East Side lands. This work established key land use and infrastructure considerations, including the protection of environmental areas and options for road, water and wastewater facilities.

While the overall cost to develop Phase 1 (over 700 net acres) is estimated at $110 million, which constitutes both Regional and Cambridge capital costs, this investment can be incurred incrementally, and in conjunction with development demand. A “Quick Start” scenario has also been established (at an estimated cost of $5M or less) to bring almost 200 acres to development-readiness by the end of 2015. The Region’s capital costs are estimated to be between $10M and $50M, and are already included in the Region’s 2014 capital plan.

The potential may exist for the Region of Waterloo and the City of Cambridge to jointly apply for funding under the NBCF. Partnerships with other key stakeholders may also be possible. Regional and City staff have had initial discussions regarding this option, recognizing that a more detailed business plan would need to be developed. It should also be noted that a significant amount of the infrastructure required for Phase 1
(including Quick Start lands) would need to be funded by the City of Cambridge.

5. Active Transportation Master Plan (ATMP) ($22M)

Walk Cycle Waterloo Region is the Region of Waterloo’s Active Transportation Master Plan (ATMP). Initiated in autumn of 2011, Walk Cycle Waterloo Region has been developed through extensive public consultation, consideration of leading edge practices and thorough integration with existing Regional programs. The final plan was received by Regional Council on February 26, 2014.

This final plan describes a number of strategies and infrastructure projects that promote active modes of transportation within the Region. Supporting active transportation is vital to providing transportation choice in our community. It will optimize road use, provide access to jobs and services and contribute to better air quality. The primary focus of Walk Cycle Waterloo Region is a comprehensive active transportation network. Over the next ten years, 124 km of new sidewalks, 122 km of new multi-use trails and over 400 km of cycling facilities are proposed to be added to the network. This expansion is estimated to cost $97 million over the next ten years which includes $55.5 million in projects that have yet to be funded.

Walk Cycle Waterloo Region includes several high priority projects:

- a new active link over the Speed River ($2M),
- an extension to the planned Franklin Boulevard multi-use trail over Highway 401 ($1.4M)
- the completion of the Waterloo Spur Line Trail that connects downtown Kitchener to Uptown Waterloo ($2.8M)
- several active transportation connections to the Region’s Rapid Transit System, ION ($11.8M)
- an enhanced crossing at Water Street to connect the Paris to Cambridge Rail Trail to Churchill Park ($0.2M)
- a connection from the Iron Horse Trail to the new Multi Modal Hub ($3M)
- trail improvements through Steckle Woods along Bleams Road ($0.5M), and
- a connection from Alpine Court to Homer Watson Boulevard ($0.3M).

The combined budget for these high priority projects is potentially eligible for application to the NBCF.

Corporate Strategic Plan:

This report supports the Corporate Strategic Plan objective to develop, optimize and maintain infrastructure to meet current and projected needs under Strategic Focus Area 2 Growth Management and Prosperity.

Financial Implications:

As shown on the table on page 2 of this report, some of the projects being considered for a funding application are included in the Region’s 10 year capital program, while others are not. Should approval be granted for such applications, staff would report
back with respect to recommended source(s) of funding for the Regional share of the work.

**Other Department Consultations/Concurrence:**

The Planning, Housing and Community Services and Transportation and Environmental Services departments were consulted in the preparation of this report.

**Attachments:**

Appendix A

**Prepared By: Cheryl Braan**, Manager, Budgets & Performance Measurement

**Approved By: Craig Dyer**, Chief Financial Officer
<table>
<thead>
<tr>
<th>Description</th>
<th>National Infrastructure</th>
<th>Provincial/Territorial Infrastructure</th>
<th>Small Communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supports projects of national significance, that have broad public benefits, and that contribute to Canada's long-term economic growth and prosperity</td>
<td>Supports projects of a national, regional or local significance, that contribute to economic growth, a clean environment and stronger communities for communities with more than 100,000 residents</td>
<td>Supports projects of a national, regional or local significance, that contribute to economic growth, a clean environment and stronger communities for communities with fewer than 100,000 residents</td>
<td></td>
</tr>
<tr>
<td>Amount</td>
<td>$4b</td>
<td>$9b</td>
<td>$1b</td>
</tr>
<tr>
<td>Time period</td>
<td>10 years</td>
<td>10 years</td>
<td>10 years</td>
</tr>
<tr>
<td>Allocation</td>
<td>No allocation to provinces and territories – funding determined by project merit</td>
<td>$2.7 billion allocated to projects located in Ontario</td>
<td>$270 million is allocated to projects located in Ontario</td>
</tr>
</tbody>
</table>
| Eligible categories                                                      | • highways and major roads  
• public transit  
• rail infrastructure  
• local and regional airports  
• port infrastructure  
• intelligent transportation systems (ITS)  
• disaster mitigation infrastructure  | • public transit  
• drinking water  
• wastewater  
• solid waste  
• green energy  
• innovation  
• connectivity & broadband  
• brownfield redevelopment  
• disaster mitigation  
• local & regional airports  
• short-line rail  
• short-sea shipping  
• highways & major roads  
• Northern infrastructure  |                                                                              |
<p>| Maximum federal funding                                                  | Generally on a one-third basis. The maximum federal contribution is 50 per cent for public transit projects. The maximum contribution is 25 per cent for projects with for-profit private sector proponents as well as projects procured as P3s |                                     |                                                                                 |</p>
<table>
<thead>
<tr>
<th>National Infrastructure</th>
<th>Provincial/Territorial Infrastructure</th>
<th>Small Communities</th>
</tr>
</thead>
</table>
| **Other**               | • P3 Canada screen required for all projects over $100 m  
                           • Applications now being accepted  
                           • P3 Canada screen required for all projects over $100 m  
                           • Project application process is currently under development  
                           • Canada will enter into Funding Agreements with each province and territory for implementation. Provinces and territories will manage the project identification process in keeping with program parameters |
<table>
<thead>
<tr>
<th>Meeting date</th>
<th>Requestor</th>
<th>Request</th>
<th>Assigned Department</th>
<th>Anticipated Response Date</th>
</tr>
</thead>
<tbody>
<tr>
<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>2014, as part of Development Charges By-law review</td>
</tr>
<tr>
<td>28-Feb-12</td>
<td>A&amp;F</td>
<td>Process for calculating/appeal of development charges</td>
<td>Finance / Legal Services</td>
<td>2014, as part of Development Charges By-law review</td>
</tr>
<tr>
<td>06-Nov-12</td>
<td>S. Strickland</td>
<td>THAT staff report back to Committee on a recommended pilot project where the general, electric and mechanical contractors, at a minimum, are prequalified, and where the results are reviewed and compared with project of similar scope where the sub-contractors weren’t prequalified.</td>
<td>Finance</td>
<td>1-Apr-2014</td>
</tr>
<tr>
<td>05-Dec-13</td>
<td>S. Strickland</td>
<td>That the Regionally-owned properties noted in report CR-FM-13-023/CR-RS-13-090, items b,d,e of the motion, be deferred to staff for a report with options regarding how these properties could be used to further Regional objectives.</td>
<td>PH&amp;CS</td>
<td>Feb-2014</td>
</tr>
<tr>
<td>11-Dec-13</td>
<td>D. Craig</td>
<td>THAT staff review and comment on a three year planned budget cycle starting in 2016 and modeled after the City of Waterloo.</td>
<td>Finance/CAO's Office</td>
<td>Spring 2014</td>
</tr>
<tr>
<td>11-Dec-13</td>
<td>D. Craig</td>
<td>THAT the issue of eliminating Regional staff through a process of attrition be referred to the Administration and Finance Committee for a future staff report on this issue.</td>
<td>CAO's Office</td>
<td>May-2014</td>
</tr>
<tr>
<td>15-Jan-14</td>
<td>R. Deutschmann</td>
<td>That staff report back to Council with the scope of work for an RFP for a service review and the subsequent timing will be outlined in that report.</td>
<td>CAO's Office</td>
<td>30-Jun-2014</td>
</tr>
</tbody>
</table>
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2013 Region of Waterloo Accessibility Status Report
In 2012, Regional Council approved the Region of Waterloo multi-year accessibility plan (2013-2017) in accordance with the Accessibility for Ontarians with Disabilities Act (AODA, 2005). The plan outlined the Region’s strategy over the next five years to identify, prevent, and remove barriers in Regional programs and services for people with disabilities.

The present report is the first status report of the Region of Waterloo’s multi-year accessibility plan. In this report, you will find our progress on actions taken to meet the requirements of the AODA in 2013. It also highlights some areas we intend to focus on in 2014.

The Accessibility for Ontarians with Disabilities Act
The Accessibility for Ontarians with Disabilities Act (AODA) was passed in 2005 with the vision of creating a fully accessible Ontario by 2025. The AODA gave the Province the mandate to create sets of standards in accessibility which will apply to both public and private sector organizations.

The Province has since committed to developing and implementing standards in:

- Customer Service
- Information and Communication
- Employment
- Transportation
- Built Environment

The Accessibility Standards for Customer Service (Ontario Regulation 429/07) was passed in January, 2008. The Region of Waterloo has been required to comply with the Standards for Customer Service since January 1, 2010.

The next three standards – Information and Communication, Employment, and Transportation – have been combined into the Integrated Accessibility Standards Regulation (IASR). The IASR came into effect July 1, 2011, with requirements that are to be phased in over time, which, for the Region of Waterloo, means implementing standards from 2011 to 2021. The Design of Public Spaces standard was the last standard to come into effect in January 2013. The accessibility of buildings will be further addressed in future revisions of the Ontario Building Code. The Ministry of Municipal Affairs and Housing launched public consultations which concluded in March 2013. The purpose of the consultations was to get input on proposed recommendations to enhance accessibility for buildings.
Accessibility at the Region of Waterloo

The Region of Waterloo is committed to creating inclusive programs and services, served by a diverse workforce, that meet the needs of our growing and changing community. By removing barriers to services and programs across the Region of Waterloo and in the workforce, we will recognize the strength that comes with difference, embracing new ideas and perspectives.

This commitment to diversity and inclusion will be realized through processes that engage and support employees, creating a satisfying customer experience to those we serve. We do this because a satisfying service experience at the Region of Waterloo improves the quality of life for those we serve, and helps to secure their trust and confidence in the work that we do.

Accessible service is about providing service to meet diverse needs that is flexible to individuals whenever possible, and makes a satisfying service experience our primary focus. By identifying, removing, and preventing barriers in the accessibility of our services, the Region of Waterloo is stepping up to our commitments to diversity, inclusion, and service excellence.

The Grand River Accessibility Advisory Committee

Public participation is an important feature of the work we do at the Region of Waterloo. Staff from the Region rely on feedback and input from the Grand River Accessibility Advisory Committee to ensure that we are working towards our vision of an inclusive Region of Waterloo.

The Grand River Accessibility Advisory Committee (GRAAC) advises Regional Council and staff members on the accessibility of Regional services, programs, and facilities. Members of the GRAAC are appointed by Regional Council and by the Councils for the Cities of Kitchener and Waterloo, and the Townships of Wellesley, Woolwich, and North Dumfries, all of which also seek the advice of GRAAC in matters of accessibility.

In 2013, the Region consulted with the Grand River Accessibility Committee on the following items:

- Design of the Waterloo Multi-Use Spur Line Trail
- Determining the number of accessible parking spots on Regional roads.
- Accessibility of Grand River Transit’s website.
- Proposed accessibility features at roundabout on Franklin Boulevard and Saginaw.
- Grand River Transit proposed fare management system.
- Region of Waterloo Inclusive Language Guidelines.
Input on Light Rail Transit station stop design concepts.
Input on accessibility of plaque at heritage site.
Accessibility of meeting rooms at main Region locations.
Snow removal at bus stops.
Region of Waterloo Housing Action Plan.
Feedback on the accessibility features in new Grand River Transit buses.
Grand River Transit’s accessibility plan.
Feedback on the installation of truncated domes at intersections.
County Courthouse renovations.

2013 Accessibility Status Report
The 2013 Accessibility Status Report includes the Region of Waterloo’s commitment to removing barriers to our programs and services and the progress we have made on actions to meet the AODA.

Accessible Customer Service

Our commitment
We believe in providing citizen-focussed programs and services that are effective, efficient and accessible to all those we serve.

Our progress from 2013
✓ Offered “Gather at the Gallery”, a program for people with dementia and their care givers at the Waterloo Region Museum.
✓ Incorporated accessibility messages into all customer service training for staff.
✓ Conducted focus groups to explore the possibility of online services.
✓ Purchased two new all-terrain wheelchairs for use by visitors to the Waterloo Region Museum and Doon Heritage Village.
✓ Provide training on accessible customer service for all staff, volunteers, and contractors. (Ongoing).
✓ Develop and implement action plans to address barriers identified through program reviews of Regional services. (Ongoing)
✓ Consult with advisory groups on emerging and changing requirements. (Ongoing)
✓ Review customer feedback and take appropriate action. (Ongoing)

Accessible customer service in 2014
☐ Review and update policies to ensure high quality customer service. (Ongoing).
☐ Develop a comprehensive resource for staff to support inclusive community stakeholder participation.
- Explore the development of an inclusive building policy to ensure that our physical spaces are welcoming to citizens and employees.
- Create an accessible meeting checklist to help staff plan inclusive meetings and public events.
- Organize a training session on accessible customer service for volunteers.
- Conduct a focus group with the Grand River Accessibility Advisory Committee to gather input on possible online services and ensure that they are accessible to users with disabilities.

**General Requirements**
The General Requirements of the AODA are regulatory requirements that apply across all standards in the Integrated Accessibility Standards Regulation. To meet the General Requirements, we developed and implemented an Accessibility Policy: Standards for Accessibility in 2012. We also developed and implemented our first multi-year accessibility plan in 2013 which spans a five year horizon.

**Training**

**Our commitment**
We are committed to working with staff to develop awareness and the skills to meet the needs of all those we serve.

In addition to specific training programs that are focussed on the AODA and diversity and inclusion, we are also continually working to integrate inclusion messages into all our staff training programs.

**Progress from 2013**
- Provided training on the IASR and the Ontario Human Rights Code (OHRC) as it pertains to people with disabilities to Regional Council and all staff.
- Integrated training on the IASR in the new employee orientation program.
- Provided training on the IASR and the OHRC to volunteers.
- Developed plan to provide training to contractors.
- Developed full and half day courses for diversity and inclusion awareness for both managers and direct service staff.
- Released monthly announcements on the employee intranet to highlight different staff resources and important information from the IASR.

**Training in 2014**
- Identify areas in need of more job-specific training and develop training to meet staff needs.
- Provide training to managers on their requirements under the AODA.
Procurement

Our commitment
We are committed to integrating accessibility into procurement policies and procedures. Over the past year, the focus has been on helping staff develop capacity to incorporate accessibility design, criteria and features when they purchase or acquire goods, services and facilities.

Progress from 2013
- Developed and implemented the Guide to Accessible Procurement.
- Incorporated information on accessible procurement in the Finance 101 training.
- Used the employee intranet to highlight different information related to accessible procurement.
- Worked with different teams across the Region to integrate accessible procurement procedures in their documents and practices.

Procurement in 2014
- Continue to work with teams across the Region to integrate accessible procurement procedures in their documents and practices. (Ongoing).

Information and Communication

Our commitment
We are committed to ensuring information and communications are available and accessible to people with disabilities.

Progress from 2013
- Developed organizational standards for creating accessible Word and PDF documents.
- Updated templates for Council and Committee agendas, minutes, memos and other official correspondence to meet the new organizational standards.
- Developed and implemented five sessions on making documents accessible in Microsoft Word and Adobe Acrobat.
- Communications staff attended an all day Open Web Accessibility conference on website accessibility and making accessible web documents.
- Developed guides to ensure employees have the knowledge, tools, and resources to create accessible materials and provide communication supports.
- Developed a set of Guidelines for Inclusive Language. The guidelines are designed to assist staff in selecting inclusive, barrier free language for use in communication with the public and with each other.
- Updated library information to notify customers of the availability of accessible materials.
✓ Purchased the SitelImprove website accessibility checker to generate reports on the accessibility issues with Regional websites.

Information and Communication in 2014

☐ Continue to organize and implement training sessions on making accessible documents.
☐ Provide educational resources to Corporate Publishing staff so that they can educate their clients.
☐ Continue training relevant staff on SitelImprove so that content managers can ensure that Regional websites are compliant with the W3C Web Content Accessibility Guidelines (WCAG 2.0) Level AA.
☐ Develop an Interpreter Policy to ensure the consistent provision of service across the organization.
☐ Develop and implement an Inclusion Lens integrating AODA requirements to provide guidelines and standards of practice across various areas of service.
☐ Develop and implement an awareness strategy to ensure employees have the knowledge, tools, and resources to create accessible materials.

Employment Standard

Our commitment
We are committed to inclusive employment practices that ensure the processes of recruiting, hiring, communicating with, and retaining employees with disabilities fulfills the intent of Ontario’s Human Rights Code.

Progress from 2013

✓ Updated documented process for developing individual accommodation plans.
✓ Reviewed and revised the Accommodation in the Workplace, Secondment, Performance Management, and the Temporary Assignments to Management/Management Support policies to incorporate the requirements of the IASR Employment Standard.
✓ Participated in the 2013 Disability Mentoring Day.
✓ Incorporated AODA requirements in the corporate volunteer policy manual.
✓ Revised the posting template for job positions to meets the organizational standards for accessible documents and information.
✓ Ensure that job postings include a statement that we accommodate the needs of qualified applicants under the Human Rights Code in all parts of the hiring process. (Ongoing)
✓ Advise candidates when scheduling interviews/testing that we have an Accommodation in the Workplace policy for persons with disabilities and ask them if they require an accommodation for their test and/or interview. (Ongoing).
Inform all new employees in their offer letter about the Region’s Accommodation in the Workplace policy. (Ongoing).

**Employment Standard in 2014**

- Upgrading the Applicant Tracking System external (public) job posting pages to comply with WCAG 2.0 level AA guidelines.
- Continue to develop and document processes to provide accessible formats and communication supports for employees with disabilities.
- Train recruitment staff and managers to support the intent and goals of the AODA.
- Review questions using the Inclusion Lens to ensure inclusivity and use of plain language.

**Transportation**

**Our Commitment**

We are committed to ensuring people with disabilities have access to accessible public transportation and accessible taxicabs.

**Progress from 2013**

- Consulted with the Grand River Accessibility Advisory Committee (GRAAC) to develop a strategy for faster snow removal at bus stops.
- Created the Grand River Transit Accessibility Plan 2013-2014, in Appendix A, outlining progress made towards reaching the AODA Transportation Standards and planned actions to reach compliance through 2014.
- Continue to train Grand River Transit staff on the requirements of the Transportation Standard.

**Transportation in 2014**

The requirements specific to transit services and plans for 2014 have been addressed in the Grand River Transit Accessibility Plan 2013-2014, which can be found at [www.grt.ca](http://www.grt.ca) and in Appendix A.

**Design of Public Spaces Standard**

**Our commitment**

We are committed to identifying, removing and preventing barriers in accessibility in all Regional facilities.

**Progress from 2013**

- Struck a multi-departmental working group to create a strategy to implement the Design of Public Spaces Standard.
 ✓ Train relevant staff on the Design of Public Spaces standard.
 ✓ Regional Council approved recommendations to enhance accessibility on Regional roads. The recommendations are to be considered as a part of upcoming reconstruction projects, future requests and retrofit programs where appropriate (subject to funding availability).
 ✓ Made accessibility improvements to four washrooms in the Operations Centre which included the installation of automatic door openers.
 ✓ Installed lever handled hardware on commonly used doors in the Operations Centre.
 ✓ Installed automatic door openers at the Airport.
 ✓ Made accessibility improvements in the cafeteria at 99 Regina Street.
 ✓ Made accessibility improvements in the cafeteria in 150 Main.
 ✓ Installed automatic door openers at 99 Regina and 150 Frederick Street.
 ✓ Constructed an accessible family washroom at 150 Frederick Street which includes an automatic door opener and adult change table.
 ✓ Purchased a portable wheelchair ramp allowing access to the upper level of the Bricker Barn in Doon Heritage Village.
 ✓ Retrofitted curbs with yellow paint at all pedestrian refuge islands.
 ✓ Updated 47 Accessible Pedestrian locations to the new vibro-tactile pushbuttons.
 ✓ Installed 5 Accessible Pedestrian Signals at 5 intersections that were reconstructed in 2013.
 ✓ Actively modifying traffic signals with Accessible Pedestrian Signals. (Ongoing).
 ✓ Actively installing truncated domes at all curb drops with reconstruction projects. (Ongoing).
 ✓ Revising channels with all reconstruction projects to be smart channel design. (Ongoing).
 ✓ Responded to feedback from staff and the public on the accessibility of facilities. (Ongoing).
 ✓ Sought feedback and advice from the Grand River Accessibility Advisory Committee on site plans and other physical spaces. (Ongoing).

Design of Public Spaces in 2014

- Initiate a process to create compliance guidelines and standards to address the Design of Public Spaces standard.
- Modifying ramp to entrance in Parking Level 2 of 150 Frederick Street.
- Renovation of an existing bank building to replace an inaccessible library branch with an accessible building in New Dundee.

Accountability and Reporting Compliance
The Region of Waterloo has developed a corporate-wide Compliance Work Plan that is used to direct actions and support departments as they fully meet the AODA standards.
Each department receives resources and guidance from Citizen Service on how to meet and often exceed the expectations under the AODA standards.

Citizen Service collects each department’s report on compliance. The reports are gathered through Accessibility Planning Leads and approved by each Division prior to submitting the report to Citizen Service. Citizen Service annually submits a comprehensive compliance report to the Corporate Leadership Team. The compliance report will be filed with the Accessibility Directorate of Ontario at their request.

**Reviewing and Monitoring the Accessibility Plan**

The Region of Waterloo Multi-Year Accessibility Plan will be reviewed and updated at least once every five years. An annual status report will be completed to document the progress and measures taken to implement the Region of Waterloo’s strategy and meet the requirements of the Integrated Accessibility Standards Regulation.

**Feedback**

We welcome feedback on the 2013 Accessibility Status Report, and on the accessibility of our programs, services, and facilities. If you have any ideas or suggestions, please contact us.

Telephone:  General Enquiries: 519-575-4400
TTY: 519-575-4608
Mail:  Citizen Service
       Region of Waterloo
       150 Frederick St, 2nd Floor
       Kitchener, ON  N2G 4J3
Email:  access@regionofwaterloo.ca

The 2013 Status Report is available online (www.regionofwaterloo.ca/accessibility) in accessible PDF and Full-Text Word formats.

Alternate formats, including paper copies of the 2013 Status Report are available upon request at no charge from:

Citizen Service
Region of Waterloo
150 Frederick St, 2nd Floor
Kitchener, ON  N2G 4J3
Phone: 519-575-4757 ext 3861
TTY: 519-575-4608
Fax: 519-575-4481
Email: access@regionofwaterloo.ca
Website: www.regionofwaterloo.ca/accessibility

DOC# 1619505
Appendix A: Waterloo Regional Police Services Accessibility Plan 2013-2014

About the Waterloo Regional Police Services
Waterloo Regional Police currently employs approximately 761 police officers and 319 civilians across six locations. We police a region of 1,382 square kilometers with a population of 553,000. The areas that are policed include: the City of Kitchener, the City of Cambridge, the City of Waterloo, the Township of Woolwich, the Township of Wilmot, the Township of Wellesley and the Township of North Dumfries.

Our current Chief of Police is Matthew A. Torigian.

Police officer ranks range from fourth-class constable to Chief of Police. Depending on their rank and experience, they may be asked to serve in numerous locations during the course of their career. Officers most often begin their careers on patrol. In time, they may be eligible for promotion and/or transfer to a specialty branch such as Fraud, Major Case, or Homicide, to mention only a few. Officers who attain the rank of Staff Sergeant are positioned to supervise a branch or platoon. Those who are promoted to Inspector or higher are considered the senior managers of the organization, and are responsible for numerous branches.

Civilians are hired and positioned according to their particular specialty. A clerical person, for example, may be hired for the Records Branch, while someone with specialized computer training would be placed in the Information Technology Unit. Certain management positions such as Finance, Legal, Information Technology and Human Resources are held by civilian members.

Valuing Diversity and Accessibility
A core value of the Waterloo Regional Police Service relates to community diversity. Diversity relates to those characteristics that make us unique as individuals. These characteristics include race, ethnicity, gender, colour, age, education, and disability. It also extends to other characteristics such as sexual orientation, language, religion, marital status, and physical appearances.

We respect and benefit from the diversity within our Service and our community, and celebrate the diversity found within Waterloo Region, a vibrant, prosperous community with a quality of life that is among the highest in the world.

Improving Accessibility: Successes in 2013
In 2013 the Waterloo Regional Police Services accomplished, or is in the process of accomplishing, the following actions to improve accessibility:
• Completed the implementation of Coplogic Online Reporting on the current WRPS website, to facilitate the reporting of minor crimes remotely while the police continue to deliver follow-up, victim service and investigation where appropriate.
• The planned redesign of the WRPS website to ensure compliance with being accessible for people with disabilities has been deferred to 2014 to be part of a total website redesign, also ensuring the site and its content meet WCAG 2.0 Level A standards.
• The newly constructed North Division in Waterloo was designed with the utmost consideration to accessibility for persons with disabilities.
• Incorporated best practices in the creation of electronic documents for accessibility as to font style, font size, bolding, spacing, alignment as well as making alternate formats available upon request.

**Planned Actions for Improving Accessibility**
The Waterloo Regional Police Services will be planning for compliance with the Accessibility for Ontarians with Disabilities Act, 2005 Integrated Accessibility Standards Regulation on the following timeline:

<table>
<thead>
<tr>
<th>Year</th>
<th>Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 1, 2015</td>
<td>Train all WRPS employees, volunteers, and required others on the requirements of the IASR and on the Ontario Human Rights Code as it relates to people with disabilities.</td>
</tr>
<tr>
<td></td>
<td>Ensure feedback processes are available in accessible formats and with communication supports upon request.</td>
</tr>
<tr>
<td>January 1, 2016</td>
<td>Ensure information and communications owned or controlled by WRPS are available in accessible formats or with communication supports upon request.</td>
</tr>
<tr>
<td></td>
<td>Document process for providing individual employee accommodation plans for employees with disabilities.</td>
</tr>
<tr>
<td>January 1, 2021</td>
<td>Ensure employees with disabilities are provided with accessible formats and communication supports as required.</td>
</tr>
<tr>
<td></td>
<td>Ensure current websites meet WCAG 2.0 Level AA standards.</td>
</tr>
</tbody>
</table>
Appendix B:

Accessibility Plan

2013 - 2014
SECTION I – Executive Summary

The Grand River Transit (GRT) Accessibility Plan was developed with input from the Region’s Grand River Accessible Advisory Committee (GRAAC) and the Specialized Transit Services Advisory Committee, as well as consideration of input from customers via the customer contact system and the 5-Year Business Plan’s public consultation meetings.

Grand River Transit is committed to:

- the continuous development of accessible public transit services;
- working toward ensuring its facilities are barrier free;
- working toward providing barrier free employment and employment opportunities; and
- establishing communication services that respect the abilities of all customers, employees and the public at large.

The accessibility activities undertaken in previous years are reflective of the continued progress in advancing to the goal of full accessibility in transit services, facilities, employment and communications. GRT’s commitment is based on making balanced, measured and sustainable progress consistent with its business planning process and financial and operational capacity.

In addition to providing a brief update on prior year’s activity, the following report includes a work plan that addresses all regulatory requirements as established under the Accessibility for Ontarians with Disabilities Act (AODA). Linking the accessibility plan Initiatives to the GRT business planning process, provides the mechanism to chart progress in identifying and removing existing barriers, and safeguarding against new barriers being created and ensuring gains are sustainable.

Consistent with the requirements, annual public consultations will be held to discuss progress toward the goal of full accessibility. Subsequent to those sessions, an annual report will be prepared and posted on the Region’s website. The plan will be reviewed and updated at a minimum every five years; however, given the ongoing development of accessibility regulations under the AODA, updates may be required sooner.

Eric Gillespie,
Director Transit Services
Region of Waterloo – Grand River Transit
Section II – Grand River Transit Services Profile
Grand River Transit provides two public transit services; namely, conventional transit and specialized transit services. The respective profiles are as follows:

Conventional Transit Service – 2013 Service Profile
Type of service Fixed route - modified radial service
Service Area Primarily within the Region of Waterloo’s Urban Service Area boundaries. Limited service extends into one Township
Hours of service Day Times
Monday to Friday 5:15 a.m. to 1:30 a.m.
Saturday 5:30 a.m. to 1:15 a.m.
Sunday 7:15 a.m. to 1:15 a.m.
Statutory Holiday 7:15 a.m. to 1:15 a.m.
Promotional/seasonal extended service on various routes during the year.

Annual passenger trips 22 million (of which in excess 144,000 were done by registered MobilityPLUS specialized customers in 2013)
Annual revenue service hours 659,830 hours
Annual kilometers 13,950,678 kms
Number of routes 56 conventional service routes in total, all of which are utilizing low floor buses and identified as having bike racks
50 local bus routes
6 express routes
3 BusPLUS Routes (non-accessible)

Fleet make-up Fleet size of 242 low floor accessible buses as of September, 2013.

Specialized Transit Services – 2013 Service Profile (Urban Service Area)
MobilityPLUS
Type of Service Shared Ride – Door to Door – Pre-Booked Service
Registrants are able to book trips two to seven days in advance. Trips, with the exception of subscription trips, are awarded on a first come first serve basis. There is no guarantee of trip availability.
Service Area
Within the boundaries of the Cities of Kitchener, Waterloo & Cambridge

Hours of Service
Day Times
Monday to Friday 5:15 a.m. to 1:15 a.m.
Saturday 5:30 a.m. to 1:15 a.m.
Sunday 7:15 a.m. to 1:15 a.m.
Statutory Holiday 7:15 a.m. to 1:15 a.m.

Registrants
7,357
Annual eligible passenger trips 272,200
Attendant/companion trips 11,780
Annual service hours 102,600 - includes both primary and secondary service providers

Fleet requirements
Fleet requirements are provided by primary (dedicated vans) and secondary (contracted taxi) service providers. The primary service provider operates 30 vehicles, while the number of vehicles provided by the secondary service provider corresponds directly to demand and budget.

Service Administration
Service booking - handling in excess of 236,000 calls annually for trip booking, cancellations, etc.

Service scheduling - providing daily schedules for primary and secondary service providers consisting of 26 dedicated vehicles during peak periods per day and contracted taxi service providing 272,000 plus trips on an annual basis.

Dispatching service – deals with “real-time” monitoring of the service through Mobile Data Terminals (MDT’s)

Other “Family of Services” Features
TaxiSCRIP service is for MobilityPLUS customers who buy TaxiSCRIP coupons for 50% of the face value of taxi service, call the taxis directly and pay with TaxiSCRIP coupons, delivering 68,600 annual trips.
Complimentary fares on conventional transit for MobilityPLUS registrants generating in excess of 139,000 annual trips on conventional transit services to MobilityPLUS registrants

Specialized Transit Services – 2013 Service Profile (Rural Service Area – excluding North Dumfries) Kiwanis Transit

Type of Service  Shared Ride – Door to Door – Pre-Booked Service
Registrants are able to book trips two to seven days in advance. Trips, with the exception of subscription trips, are awarded on a first come first serve basis. There is no guarantee of trip availability.

Service Area  Within the boundaries of the Townships of Woolwich, Wellesley and Wilmot and the Urban Service Area, depending on availability.

Hours of Service  
<table>
<thead>
<tr>
<th>Day</th>
<th>Times</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday to Friday</td>
<td>6:00 a.m. to 6:00 p.m.</td>
</tr>
<tr>
<td>Saturday</td>
<td>7:00 a.m. to 5:00 p.m.</td>
</tr>
</tbody>
</table>

Registrants  1,362
Annual eligible passenger trips  41,460
Annual service hours  11,470 - includes both primary and secondary service providers.

Fleet requirements  Fleet requirements are provided by primary (dedicated vans) and secondary (contracted taxi) service providers. The primary service provider operates 6 vehicles, while the number of vehicles provided by the secondary service provider corresponds directly to demand and budget.

Service Administration  Service booking - handling in excess of 15,000 calls annually for trip booking, cancellations, etc.
Service scheduling - providing daily schedules for primary and secondary service providers consisting of 5 vehicles per day during peak periods and providing over 41,000 plus trips on an annual basis.

Dispatching service – deals with "real-time" monitoring of the service.

**Specialized Transit Services – 2013 Service Profile (Rural Service Area – North Dumfries) MobilityPLUS**

<table>
<thead>
<tr>
<th>Type of Service</th>
<th>Shared Ride – Door to Door – Pre-Booked Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Area</td>
<td>Within the boundary of the Township of North Dumfries. Transit Service can be arranged into the Urban Service Area, dependent on availability.</td>
</tr>
<tr>
<td>Registrants</td>
<td>73</td>
</tr>
<tr>
<td>Annual eligible passenger trips</td>
<td>2,684</td>
</tr>
<tr>
<td>Annual service hours</td>
<td>Secondary service providers only, as required</td>
</tr>
<tr>
<td>Fleet requirements</td>
<td>Secondary (contracted taxi) service providers.</td>
</tr>
</tbody>
</table>

**Service Administration**

Service booking - handling in excess of 2,000 calls annually for trip booking, cancellations, etc. is done by MobilityPLUS

Dispatching service – deals with "real-time" monitoring of the service.

**Section III – Prior Years Accessibility Initiatives**

**Conventional Transit Service Plan – Accessibility Initiatives**

**Accessible Bus Stops**

As of September 2013, 1,297 (55%) of the 2,314 stops in the system are considered accessible. Of the remaining 1,017 stops:

- 992 stops do not currently have landing pads and do not have adjoining sidewalks (42.8% of all stops)
- 53 stops have landing pads but do not connect to the adjoining sidewalk (only 2.29% of all stops)
- 79 stops have site issues (e.g. grade, set back, etc.) which prohibits them from being made accessible (only 3.41% of all stops)

Going forward, bus stops will be upgraded to accessibility standards as the Region’s sidewalk network is expanded, noting that in a very few number of situations, the provision of a connector pad to the sidewalk network is not feasible due to physical limitations. In these situations, the stop will be marked as not being accessible and the nearest accessible area will be used to provide service to passengers (e.g. driveways) requiring an accessible stop.

Given the Cities of Kitchener, Waterloo & Cambridge are responsible for the construction of sidewalks, GRT Administration has confirmed all stop locations that have not been made accessible given the absence of a sidewalk, and will work in conjunction with the Cities to address these locations in a timely manner. Further, going forward, all stops added to the system will be made accessible as may be required assuming same are linked to the City’s sidewalk system.

**Accessible Routes and Fleet**
Transit routes are designated as accessible when all buses used on the route are low floor accessible buses and all stops (where possible) along the route are accessible (have a connecting pad from the stop area to the City sidewalk network, providing there is a connecting sidewalk and sufficient spacing to provide a connecting pad).

Grand River Transit’s conventional transit service is defined by 56 fixed routes and 3 community bus services. Of the 56 routes, all are designated accessible at September 4, 2013. The 3 community bus services are designated accessible services. The 3 BusPLUS Routes are currently non-accessible. GRT will be entering into a new contract for BusPLUS in 2014 and it will have to be accessible to be compliant with AODA.

GRT’s fleet is fully accessible.

**INIT Technology Implementation**
Over the past three years, GRT has been engaged in a process to upgrade/replace its Automatic Vehicle Location and Communication (AVLC) system, often times referenced as “INIT Technology”. The technology supports improved customer service and service delivery to all current and future customers. The INIT system also provides assistance in the delivery of customer service, allowing supervisors to accurately investigate customer concerns funneled through the Marketing and Customer Service Area. Future
planned uses for this technology can enable self serve features and real time information which will improve customer service.

The features of the system, all of which are fully functioning as at December 2011, are set out below:

- automatic in-vehicle visual display of next stop location
- automatic in-vehicle audio announcement of next stop location
- tracking of in-service buses along routes via a Global Positioning System (GPS), a feature of INIT, which supports better service management
- automatic on-street information signs with real-time information on next buses noting, the signs are located at all IXpress stops
- automatic passenger counters on all but 37 buses supporting better service planning

The implementation of the INIT Technology has resulted in compliance with several sections of the Integrated Accessibility Standards Regulation well in advance of the compliance date set out in the Regulation.

**Bus Stop Sign Upgrade Program**

In 2011, the design and colouring of bus stop plates was reviewed in consultation with various stakeholder groups including The Grand River Accessibility Advisory Committee (GRAAC) and the Specialized Transit Services Advisory Committee (STSAC) in an effort to provide greater visibility and more comprehensive information relating to the stop. The final design needs to include:

- a high contrast colour scheme
- bus pictogram
- routes servicing the stop
- service notes as applicable
- website
- customer service information

**Section IV – Methodology for Annual Update**

**Summary of AODA Specific Work Plan Initiatives**

**Accessibility for Ontarians with Disabilities Act (AODA) – Standard Development**

Throughout the AODA standard setting process, the transit industry at large and Grand River Transit Administration have participated to various degrees. Subsequent to Standard approval, the industry has remained engaged with Ontario Public Transit Association Members.
GRT Administration will continue to be involved in any activities relating to the AODA to the extent opportunities remain available.

**Integrated Accessibility Regulation – Regulation 191-11 (IASR)**

On July 1, 2011, Regulation 191-11 came into effect, setting in place the related standard requirements dealing with Transportation, Employment, and Information & Communications under the AODA. The timelines associated with the requirements, as provided by Regulation, called for immediate compliance in some cases, as well a number of requirements had compliance dates of December 2011. Each of the aforementioned requirements is discussed in greater detail below, including the approach GRT employed for compliance. The requirements that are included in the 2012 work plan are also discussed later in this plan.

**Integrated Accessibility Regulation – Requirements for Compliance July 2011**

*Requirement 35 – Non Functioning Equipment*

A detailed review of Section 35 indicated that current GRT practices are consistent and compliant with the requirements therein.

*Requirement 39 – Transition of Existing Contracts*

GRT did not have any outstanding contracts for the purchase of conveyances at the time of the Regulation becoming in force, and as such, is in compliance with this requirement.

*Requirement 40 – Transition of Existing Vehicles*

GRT does not have a retrofit program for older vehicles, and as such, is in compliance with this requirement.

*Requirement 46 – Fares*

The requirements set out in Section 46 are consistent with GRT's fare policies as at July 1, 2011 and as such, GRT is compliant with this requirement. Further, offering complimentary fares for MobilityPLUS registrants on conventional transit services.

*Requirement 51 – Pre-boarding Announcements*

GRT's procedures require Operators to provide trip and destination information to boarding passengers upon the passenger's request.

GRT is compliant with this requirement.

*Requirement 52 – On-board Announcements*
GRT’s INIT technology provides for the automatic announcement and visual display of each stop along the route on all conveyances. For further information with respect to procedures during equipment failure, please refer to Section VIII. GRT is compliant with this requirement.

Requirement 68 – Origin to Destination Services

GRT employs a “family of services” approach to accessible public transit service delivery, which attempts to best match the service provided to the customer’s needs. Included in this model is standard complimentary conventional service, workshop shuttle service, TaxiSCRIP and door-to-door service. GRT is compliant with this requirement.

Integrated Accessibility Regulation – Requirements for Compliance January 2012

Requirement 34 – Availability of information on accessibility equipment, etc.

Accessibility information is available to all individuals via the online GRT website. The dimensions of the bus doors, accessibility equipment, weight and width capacity for accessibility equipment, priority seating areas, and information about the accessibility of GRT terminals are all available on the GRT website. Information can be made available to individuals in a different format upon request. GRT is compliant with this requirement.

Requirement 37 – Emergency preparedness and response policies

Conventional transportation service providers and specialized transportation service providers; shall establish, implement, maintain and document emergency preparedness and response policies that provide for the safety of persons with disabilities; and shall make those policies available to the public.

Conventional transportation service providers and specialized transportation service providers shall, upon request, provide the policies described in subsection (1) in an accessible format.

GRT’s emergency preparedness and response policies are available to the public and posted on the website.

GRT is compliant with this requirement.

Requirement 44 – General responsibilities

Conventional transportation service providers shall,

(a) deploy lifting devices, ramps or portable bridge plates upon the request of a person with a disability;
(b) ensure that adequate time is provided to persons with disabilities to safely board, be secured and deboard transportation vehicles and that assistance be provided, upon request, for these activities; (c) assist with safe and careful storage of mobility aids or mobility assistive devices used by persons with disabilities; and (d) allow a person with a disability to travel with a medical aid (assistive device - not a person).

Conventional transportation service providers shall, upon request, make information on the matters referred to above available in an accessible format.

GRT is compliant with this requirement.

Requirement 47 – Transit Stops

Conventional transportation service providers, in respect of transportation vehicles to which this section applies, shall ensure that persons with disabilities are able to board or deboard a transportation vehicle at the closest available safe location, as determined by the operator, that is not an official stop, if the official stop is not accessible and the safe location is along the same transit route.

GRT is compliant with this requirement.

Requirement 48 – Storage of Mobility Aids

None of the vehicles in GRT's conventional fleet have a designated area where mobility aids or assistive devices could be stored. As such, equipment of this nature remains in the possession of the customer during travel on conventional services. There is no fee associated with transportation of such equipment.

In regard to the vehicles utilized for the delivery of specialized transit services, all equipment of this nature is stored in the vehicle with the customer, and there is no fee associated.

GRT is compliant with this requirement.

Requirement 49 – Priority Seating (formerly Courtesy Seating)

GRT is compliant with this requirement

Requirement 74 – Companions and Children

GRT is compliant with this requirement

Integrated Accessibility Regulation – Requirements for Compliance January 2013

Requirement 41 – Accessibility Plans, Conventional Transportation Services

Conventional transportation service providers shall identify the process for managing, evaluating and taking action on customer feedback. Every
conventional transportation service provider shall annually hold at least one public meeting involving persons with disabilities to ensure that they have an opportunity to participate in a review of the accessibility plan and that they are given the opportunity to provide feedback on the accessibility plan. If the provider of conventional transportation services also provides specialized transportation services, the transportation service provider shall address both types of transportation services in its accessibility plan.

GRT’s process for evaluating and taking action on customer feedback is described in Section V. GRT meets annually with both the Specialized Transit Services Advisory Committee and the Grand River Accessibility Advisory Committee.

GRT is compliant with this requirement.

Requirement 42 – Accessibility Plans, Specialized Transportation Services

Specialized transportation service providers shall, in their accessibility plans; identify the process for estimating the demand for specialized transportation services; and develop steps to reduce wait times for specialized transportation services. GRT’s process for estimating demand for specialized services and reducing wait times are described in Sections VI and VII respectively.

GRT is compliant with this requirement.

Requirement 43 – Accessibility Plans, Conventional and Specialized Transportation Services

Conventional transportation service providers and specialized transportation service providers shall, in their accessibility plans, describe their procedures for dealing with accessibility equipment failures on their respective types of vehicles. GRT’s procedures to address equipment failures are described in Section VIII of this document.

GRT is compliant with this requirement.

Requirement 45 – Alternative accessible method of transportation

Except where not practicable to do so, a conventional transportation service provider that does not provide specialized transportation services shall ensure that any person with a disability who, because of his or her disability, is unable to use conventional transportation services is provided with an alternative accessible method of transportation. Subsection (1) does not apply where specialized transportation services are provided by a specialized transportation
service provider in the same jurisdiction where the conventional transportation service provider provides transportation services.

GRT is compliant with this requirement.

**Requirement 50 – Service Disruptions**

Where a route or scheduled service is temporarily changed and the change is known in advance of the commencement of the trip, conventional transportation service providers shall; make available alternate accessible arrangements to transfer persons with disabilities to their route destination where alternate arrangements for persons without disabilities are inaccessible; and ensure information on alternate arrangements is communicated in a manner that takes into account the person’s disability.

This section applies in respect of the following: Transit buses, Motor coaches, Streetcars, Subways, Light rail Commuter rail, Inter-city rail.

When a route or scheduled service is temporarily changed or on detour and known in advance, the information is posted on the GRT website, and communicated through GRT’s facebook and twitter social media accounts. For immediate detours, the bus operator is responsible for announcing and ensuring all onboard customers are aware of the detour.

**Requirements 53 – 63**

All Requirements pertain to Reg. 629 on Accessible 40’ Transit Buses.

GRT is compliant with this requirement.

**Requirement 66 – Fare Parity**

This section was dealt with under the GRT Fare Structure effective July 1, 2012. GRT is compliant with this requirement.

GRT is compliant with this requirement.

**Requirement 67 – Visitors**

Every specialized transportation service provider shall, make specialized transportation services available to visitors; and consider as eligible, visitors who provide confirmation that they are eligible for specialized transportation services in the jurisdiction in which they reside, or visitors who meet the specialized transportation services eligibility requirements of the specialized transportation service provider. Every specialized transportation service provider shall develop criteria to determine who falls into the category of visitor for the purposes of this
section. Specialized transportation service providers shall meet the requirements of this section by January 1, 2013. A specialized transportation service provider shall have policies respecting the collection, use and disclosure of personal information collected for purposes of determining eligibility under this section. In this section, “personal information” means personal information within the meaning of the Freedom of Information and Protection of Privacy Act.

MobilityPLUS has always allowed visitors to ride the service contingent on availability.

GRT is compliant with this requirement.

Requirement 69 – Coordinated Service

Where specialized transportation services are provided in adjacent municipalities within contiguous urban areas, the specialized transportation service providers shall facilitate connections between their respective services. There is no contiguous urban area outside the boundary of the Urban Service Area and therefore this does not apply to GRT.

GRT is therefore compliant with this requirement.

Requirement 70 – Hours of Service

Where a transportation service provider provides both conventional transportation services and specialized transportation services, it shall ensure that the specialized transportation services have, at a minimum, the same hours and days of service as the conventional transportation services.

GRT and Kiwanis Transit were compliant with the approval of the 2013 Budget in January, 2013.

Requirement 73 – Service Delays

Every specialized transportation service provider, where the specialized transportation services require reservations, shall provide information on the duration of service delays to affected passengers by a method agreed to by the specialized transportation service provider and passenger. For the purposes of this section, a service delay is a delay of 30 minutes or more after the scheduled pick-up time. This section does not apply in respect of delays in service that arise during the trip.

GRT and Kiwanis Transit are compliant with this requirement.

Integrated Accessibility Regulation – Requirements for Compliance January 2014

Requirement 36 – Accessibility Training
In addition to the training requirements set out in section 7, conventional transportation service providers and specialized transportation service providers shall conduct employee and volunteer accessibility training. The accessibility training shall include training on:

(a) the safe use of accessibility equipment and features;

(b) acceptable modifications to procedures in situations where temporary barriers exist or accessibility equipment on a vehicle fails; and

(c) emergency preparedness and response procedures that provide for the safety of persons with disabilities.

Conventional transportation service providers and specialized transportation service providers shall keep a record of the training provided under this section, including the dates on which the training is provided and the number.

Throughout 2013 GRT Conventional and Specialized Transit Services participated in the Region of Waterloo’s Accessibility Training as well as GRT’s own Accessibility Training for Conventional and Specialized Transit Operators.

GRT is compliant with this requirement.

Requirement 38 – Fares, Support Persons

No conventional transportation service provider and no specialized transportation service provider shall charge a fare to a support person who is accompanying a person with a disability where the person with a disability has a need for a support person.

It is the responsibility of a person with a disability to demonstrate to a transportation service provider their need for a support person to accompany them on the conventional or specialized transportation service and to ensure that the appropriate designation for a support person is in place.

GRT and Kiwanis Transit will be compliant January 1, 2014 with the recent approval of the MOBILITYPLUS POLICY UPDATE (Report E-13-112). This report includes the Transit Support Person Policy: to introduce a policy to comply with AODA legislation to allow eligible registrants to travel with one transit support person and that no extra fare is charged. To manage this AODA requirement, GRT will introduce a Support Person eligibility assessment program to determine which customers require a support person to use transit and they will then be issued a PLUSone Transit Support Person card to display for the free travel of one companion.
The following criteria would be used to determine eligibility for the Transit Support Person card:

- cannot successfully travel independently on conventional and/or specialized GRT services
- a resident of the Region of Waterloo

*Requirement 64 – Eligibility Application Process*

If a person has completed an application for eligibility for specialized transportation services and the person’s eligibility has not been determined within 14 calendar days after the completed application is received by the specialized transportation service provider, the person shall be considered to have temporary eligibility for specialized transportation services until a decision on his or her eligibility is made.

A specialized transportation service provider shall not charge a fee to persons with disabilities who apply or who are considered eligible for specialized transportation services.

A specialized transportation service provider may require a reassessment of the eligibility of temporarily eligible registrants at reasonable intervals.

A specialized transportation service provider shall, upon the request of the person requesting specialized transportation services, make available to the requester all of his or her specialized transportation services eligibility application and decision information in accessible formats.

A specialized transportation service provider shall establish an independent appeal process to review decisions respecting eligibility.

A specialized transportation service provider shall make a decision on an appeal with respect to eligibility within 30 calendar days after receiving the complete appeal application, but if a final decision is not made within the 30 days, the applicant shall be granted temporary eligibility until a final decision is made.

GRT and Kiwanis Transit will be compliant, January 1, 2014.

*Requirement 65 – Eligibility for Emergency or on Compassionate Grounds*

Specialized transportation service providers shall develop procedures respecting the provision of temporary specialized transportation services earlier than in the 14 calendar days referred to in subsection 64,
(a) where the services are required because of an emergency or on compassionate grounds; and

(b) where there are no other accessible transportation services to meet the person's needs.

A person shall apply for the services described herein in the manner determined by the specialized transportation service provider.

GRT and Kiwanis Transit will be compliant, January 1, 2014.

Requirement 71 – Booking

Every specialized transportation service provider shall, where the specialized transportation services require reservations:

(a) provide same day service to the extent that it is available; and

(b) where same day service is not available, accept booking requests up to three hours before the published end of the service period on the day before the intended day of travel.

A specialized transportation service provider to whom this section applies shall provide accessible means to accept reservations.

GRT and Kiwanis Transit will be compliant, January 1, 2014.

Requirement 72 – Trip Restrictions

No specialized transportation service provider shall limit the availability of specialized transportation services to persons with disabilities by,

(a) restricting the number of trips a person with a disability is able to request; or

(b) implementing any policy or operational practice that unreasonably limits the availability of specialized transportation services.

GRT is compliant with this requirement.

Work Plan Initiatives – AODA Compliance

Subsequent to the release of the Integrated Accessibility Standards Regulation (IASR), the requirements were reviewed and prioritized based on compliance timeframes by the AODA Steering Team. Those requirements that were deemed to require changes to current operating procedures and possible employee training were given priority
regardless of compliance dates in effort to mitigate the potential for repeated updates and training.

Once the priorities were set, the AODA Steering Team established project leads for each of the requirements set out in the Regulation. The AODA Steering Team meets on a regular basis to discuss progress, and the senior management group reviews progress as it is provided.

The Ontario Public Transit Association has also led working groups for the transit industry to collectively work on compliance approaches to a number of requirements that were deemed to be best approached consistently across the Province versus one-off system approaches. The requirement in the IASR relating to the provision of courtesy seating was one such requirement. In this case, a working group was established to determine an approach to compliance that would be acceptable to all transit systems in the province. This approach results in the best outcome for the passengers in that the signage and communication strategy will be consistent across all systems.

Grand River Transit will continue to participate on industry working groups associated with AODA compliance.

SECTION V – PROCESS FOR MANAGING, EVALUATING AND TAKING ACTION ON CUSTOMER FEEDBACK

Feedback from customers can be generated by the customer or transferred internally throughout the various Regional departments to GRT. Generally, when GRT initiates the gathering of feedback, it is related to a specific issue. The methods for managing, evaluating and taking action with respect to each method are discussed in greater detail below.

Receiving Feedback (Customer Generated)

Feedback from customers serves as key inputs to Grand River Transit’s service delivery and annual service plans, including those elements dealing specifically with accessibility.

Customer feedback with respect to both conventional and specialized services is directed to customer service representatives at the Call Centre, who report to the Supervisor, Customer Service through to Manager, Marketing and Communications Program area. A customer issue form is generated to extend a compliment, to record a request and/or to register a complaint or comment. Contacts are received from
passengers/public via the telephone, in person, mail, email as well as the GRT website and social media accounts (Facebook and Twitter)

At the time the contact is received via telephone or in person the customer is asked to indicate whether they would like to be contacted directly with a response. In some instances, issues received via email or letter will be contacted directly via the means it is received. In all cases where a customer has indicated their desire for a response, and to the extent they have provided valid contact information, GRT staff contacts the customer.

In terms of compliments, all GRT employees who are identified in compliments received from customers are acknowledged in the form of a Thank You note from the Director, Transit Services for the quality customer service they have provided.

Requests received are generally with respect to service (actual service, new service requests, requests for amenities etc.) and are forwarded to the appropriate program area for review and follow-up. In the majority of cases, the requests are summarized and included in a monthly internal report. In the event a request is something that can be acted upon outside of the service planning process, appropriate action is taken by GRT staff and the customer is advised accordingly.

Complaints are recorded, investigated to the extent necessary and forwarded to the appropriate Supervisor, Assistant Manager, Manager and/or Director for investigation and action as appropriate. Customers who request a response to a complaint will be advised that an investigation has taken place and the matter was dealt with accordingly; however, in accordance with privacy legislation and related Region of Waterloo policy, they will not be provided with any details with respect to personnel matters. The report breaks down the contacts in a number of ways to provide further insight into the identified issues, on a prioritized basis, from a customer perspective.

In terms of conventional transit service contacts, they are broken down into sub-categories which include Service, Bus Stop Environment, Operations and Fares and then compared in terms of number to that received the prior year. This breakdown and comparison to previous years allows GRT to determine trends and whether new programs and services have had an impact on customer contacts.
SECTION VI – PROCESS FOR ESTIMATING DEMAND FOR SPECIALIZED TRANSPORTATION SERVICES

When attempting to estimate the demand for specialized services, there are a number of key factors that must be taken into consideration, all of which can vary in influence over time. These factors include:

- the number of trips the current service is unable to accommodate as requested. These trips are referred to as unaccommodated trips.
- the eligibility criteria for the specialized service, noting given requirements under AODA legislation, expanded criteria will be required in The Urban Service Area to include those individuals with temporary disabilities.
- the level of accessibility of the conventional transit service offered. This includes accessible buses and stops and amenities as well as the areas of the city the service covers. This also includes the extent to which the service provider has implemented programs to encourage specialized transit customers to utilize accessible conventional service when possible as well as the level of service integration that exists between the conventional and specialized services.
- local demographics including but not limited to factors of age, disability, income etc.
- the location of key origins and destinations within The Urban Service Area and their proximity to one another. This includes senior homes, hospitals, rehabilitation facilities, medical offices etc., all of which tend to be primary origins and destinations for specialized transit customers.
- local policies and practices with respect to accessible transportation services including but not limited to the availability of accessible taxis.
- hospital policies with respect to outpatient treatments, dialysis unit scheduling and demand etc. noting these policies may be influenced by senior government program funding.

The image on the following page depicts the impacts of the aforementioned factors on the level of demand for specialized services, noting at any point in time the magnitude of the impacts is subject to change, and as such, determining the level of demand for the specialized service is not a one-time event, but rather an ongoing exercise.
**Unaccommodated Trips**

Specialized Transit Services in the Urban Service Area enjoyed annual service increases from 2003 to 2008. Increases of 2 vehicles per year as well as large contracted services expansions occurred during this time. Unaccommodated trip requests have not existed since the early years of assumption of transit services by the Region of Waterloo in 2000. During the economic slow down experienced from 2007 to 2010 budgets were “flat-lined”. In late 2010 overages on the contracted services budget occurred for the first time in over 7 years as the scheduling system continued to accept rides from the customers without concern for budget. From 2011 - 2013 budget caps for contracted taxi services were again instituted and the unaccommodated trips are tracked.

The manner in which the demand for specialized service is estimated is to measure the number of trips that could not be accommodated on the date and time which they were originally requested. These trips are referred to as an “unaccommodated request”. Adding these trips to the total number of trips provided provides an estimated trip demand for a given time period. This measure provides an estimate based on the current registrant base for the service. The other aspect of estimating demand is the anticipated growth in registrants for the service, noting with each registrant added there is an accompanying need for access.

GRT measures unaccommodated requests by day, and summarizes same by month, and then by year. The daily unaccommodated requests can also be further broken
down by time of day. This information is relied upon when making service enhancements or adjustments, in order to ensure that service is being provided during the periods of highest demand.

When preparing annual budgets, consideration is given to the anticipated growth in registrants, as estimated in the 5-Year Business Plans which can be impacted by a number of factors. As the conventional service has become fully accessible, access to conventional service for some MobilityPLUS customers becomes an option, and as such, it would be expected the demand for specialized services would decrease. However, as the population ages, so does the number of residents that need for specialized services. Requirements included in the Integrated Accessibility Regulation will result in increased demand for specialized services in many jurisdictions, including The Urban Service Area, noting the requirement to expand eligibility criteria.

Given that both conventional and specialized services are public transit services, delivered on a first come, first served basis, the rate of 1.0 unaccommodated trip request per registrant per year is relatively low. In comparison, the conventional transit service decreases frequencies in many areas of the Urban Service Area after 7pm, and even more areas after 9pm, which results in many conventional transit customers being unable to utilize the service in the evening for their travel requirements. Depending on the area a customer resides, this inadequacy of conventional service could occur on a regular and frequent basis.

Level of Conventional Service Accessibility

In 2012 Grand River Transit’s active conventional fleet became 100% low-floor accessible. This milestone will provide the opportunity for future service integration between the conventional and specialized services. It will also result in many more specialized trips being able to be accommodated on the conventional service, which should result in a decrease in demand, most notably in the period of April through November when snow and weather is not a barrier to some customers. In 2012 MobilityPLUS customers took in excess of 139,000 rides on the now fully accessible conventional transit fleet.

Other Influencing Factors (Dialysis)

There are many other local influencing factors that can impact the demand for specialized service. The most significant factor in The Urban and the Rural Service Area over the past number of years, which is anticipated to continue in the foreseeable future, is the demand associated with customers who are dialysis patients. These customers generally require treatment three times per week (175 trips annually each). In 2012, there were 325 registrants (4.6% of total registrants) on the specialized service requiring dialysis treatments, which resulted in the demand for 34,000 trips (almost 20%
of all trips provided on MobilityPLUS pre-booked services). Demand of this nature is the direct result of funding changes made in other Provincial Ministries, and as such the Ontario Public Transit Association (OPTA) will be calling on the government to review transportation funding provided to all ministries to ensure it is being allocated where it is needed most. GRT continues to have staff input into this process at the steering team level with OPTA

SECTION VII – STEPS TO REDUCE WAIT TIMES FOR SPECIALIZED TRANSPORTATION SERVICES

In the 5-Year Business Plan specialized transit customers in The Urban Service Area have identified on time performance as a high priority. As such, trip schedulers place a significant emphasis on limiting customer wait times when creating the daily service schedules; attempting to ensuring there is adequate time for drivers to complete their daily schedule on time.

For the purposes of this report, wait times for specialized transportation services will be referred to as “On Time Performance”. In The Urban Service Area, this measure is tracked based on any trip with a pick-up that occurs outside of the negotiated 30 minutes window.

Given the service is a shared-ride service; there are a number of factors that can influence performance against this target, many of which are not within the control of Grand River Transit. These factors include, but are not limited to the following:

- traffic conditions, which can be significantly influenced by weather conditions, construction, delays caused by trains, accidents, etc.
- designated drop-off location issues (i.e. cars parked in designated drop off locations) which result in delays in dropping customers currently on-board the vehicle
- customers not being ready for their pick-up (i.e. dialysis patients not ready to leave, late medical appointments, etc.) which result in delays that can impact the rest of the day
- customers who do not take their scheduled trip, but don’t cancel it (i.e. no-show trip) noting the policy is that drivers will wait 5 minutes past the scheduled pick-up time before leaving the pick-up location

Given the only way to ensure trips are provided on schedule (or reduce wait times) is to leave room in the schedule to allow for unforeseen delays, trip schedulers must be careful not to leave so much time that will result in other trips being non-accommodated
and an ultimately inefficient service. With the initiation of the new Mobile Data Terminals (MDT’s) in early 2012 and a new computerized scheduling system in early 2014, specialized services will be able to measure On Time Performance going forward.

As of January 1, 2014 the following policy changes for specialized transit services will be implemented to assist further in saving resources to handle increased demands and to reduce wait times for specialized transit services:

Eligibility Policy:

Remove the reference to being unable to climb or descend stairs for future MobilityPLUS eligibility, since all conventional buses are now low floor and no longer have this barrier. Current customers would be reassessed to this new criterion when their eligibility comes up for renewal. This application renewal process occurs at five year intervals after a customer’s initial registration. Current customers expected to be impacted by the new criteria are those who became eligible due to a disability where using stairs was a barrier.

No-Show and Late Cancellation Policy:

Introduce a new policy to enhance accountability for customers who regularly book trips and are either; not there when the bus arrives, or do not cancel early enough for the ride to be rebooked. This policy exists in most other specialized transit services to help ensure these untaken rides can be available for waitlisted customers.

Section VIII – Procedures to Address Equipment Failures

Fleet requirements are determined based on the number of vehicles required during peak operating times, plus those that will be subject to required inspections and maintenance. This is referred to as the spare fleet ratio. This ratio can vary significantly given factors such as the age and make-up of the fleet noting that while older buses may require higher levels of maintenance to keep them running efficiently, newer buses tend to have more electronics and features that may fail.

There are a number of actions taken to mitigate in-service break downs, including the following:

- Each day, prior to a bus leaving the garage for service, the Operator completes a “circle check”, ensuring that the vehicle is functioning properly, this check includes the various accessibility features on the bus (ramp, kneeling feature, tie downs, etc.). Should any features be found to not be in working order, the Operator will attempt to have it repaired prior to going into service. If the bus cannot be repaired in time, an alternate bus is assigned to the Operator.
- Daily bus defect reports are turned into the garage by the Operator at the end of the day for follow-up by maintenance before buses are re-deployed.
- Every evening when buses are serviced (refueled, fare box emptied, etc.), employees also check that features of the bus appear to be in working order. In the event that an issue is discovered, the bus is either repaired that evening, or removed from service the following day until it can be repaired.

While the aforementioned steps mitigate in-service breakdowns, they do not eliminate them. When a bus defect disables the bus while in service, the following steps are taken:

- The Bus Operator contacts dispatch and relays the defect information.
- The Dispatcher determines the extent of the defect and identifies a change-off location.
- Dispatch contacts maintenance who arrange for a replacement bus.

It should be noted that the procedures set out above may be impacted by severe weather or other vehicle issues that may result in the inability to replace all buses experiencing difficulty in service (i.e. severe winter conditions may impact the functionality of the ramp or kneeling features of the bus).

SECTION IX – OTHER GRAND RIVER TRANSIT ACCESSIBILITY POLICIES

_GRT and Administrative Customer Service Policies_

_Stop Announcements – General_

The GRT employs INIT Technology on-board its accessible conventional fleet of buses which provides for the automatic announcement and display of next stop information on board all buses. There is a risk that the system may malfunction, with such malfunction applying to a specific bus and/or system wide. In such situations, every effort is made to mitigate the duration of any downtime associated with the malfunction.

The Administrative Policy relating to the calling of stops, in the event the automatic stop announcement feature is not functioning, is as follows:

_In the event that the automatic stop announcement system fails to operate, the Operator will manually indicate to boarding customers the automated call out system is not functioning and assistance finding a stop is needed, they should see the Operator._
If the stop announcement feature is malfunctioning on a specific bus, Operators are to contact Dispatch and arrange for the bus to be changed-off.

Stop Announcement – Route on Detour

Bus routes are subject to detour routing from time to time. The detour may be planned (e.g. relating to scheduled major road/sewer construction) or may be as a result of an unscheduled event such as water main break. Detours may require the establishment of temporary stops (replacing regular stops).

The Administrative Policy relating to the calling of stops, when a route is on detour, is as follows:

During periods when a route is on detour, Operator will manually indicate to boarding customers the automated call out system is not functioning and assistance finding a stop is needed, they should see the Operator.

Service Disruptions – Detours

Consistent with GRT’s Customer Service Policy, a supporting Administrative Policy respecting the communication of detours has been established, which is as follows:

If detours are known within a sufficient notice period, in addition to placing notices on affected bus stops, public communication of the detour will be provided via the GRT’s website and social media alerts. Information will also be available by phone from Customer Service staff.

For detours with little advance warning, notices are placed on affected stops and the website is updated as soon as possible and alerts announced on social media. If the detour is of sufficient duration, the detour information will be provided via the GRT’s website and social media alerts. Information will also be available by phone from Customer Service staff.

Postings on the GRT website are to include a note that the information is accurate at time of posting and is subject to change without notice.