Regional Municipality of Waterloo

Administration and Finance Committee

Agenda

Tuesday, September 30, 2014

Approximately 10:00 a.m. (Immediately following Community Services)
Regional Council Chamber
150 Frederick Street, Kitchener

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

2. Presentations
   a) Mary Jane Patterson, Executive Director, and Dave Blake, Business Development Manager, REEP Green Solutions, Re: Annual Report (distributed separately to Councillors)

3. Reports
   a) CA-14-012, Strategic Plan Update

4. Information/Correspondence
   a) Council Enquiries and Requests for Information Tracking List

5. Other Business

6. Next Meeting – November 4, 2014
7. **Motion to Go Into Closed Session**

That a closed meeting of the Community Services and Planning and Works Committees be held on Tuesday, September 30, 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) personal matters about identifiable individuals related to committee appointments
b) receiving of legal advice subject to solicitor-client privilege and proposed or pending litigation related to a matter before an administrative tribunal
c) labour relations, receiving of legal advice subject to solicitor-client privilege and proposed or pending disposition of property in the Township of Woolwich

8. **Adjourn**
Region of Waterloo
Chief Administrator’s Office
Strategic Planning and Strategic Initiatives

To: Chair Tom Galloway and Members of the Administration and Finance Committee
Date: September 30, 2014
File Code: A26-50
Subject: Strategic Plan Update

Recommendation:
For information.

Summary:
The Region’s 2011-2014 Strategic Plan provides a framework that guides priority-setting and decision-making for Regional Council and staff. The Strategic Plan articulates what the Region wants to achieve and how the organization is working towards that vision. This report provides highlights of the significant work completed in the five strategic focus areas identified for the 2011-2014 term of Council. The organization’s progress is measured by the actions underway and are rooted in the strategic objectives found in the Strategic Plan. Each of these actions brings the Region closer to achieving our vision of an inclusive, thriving and sustainable community. Also included in this report is an initial outline of the proposed process to develop a strategic plan for the 2015-2018 term of Council.

Report:
1.0 Background

Waterloo Region is a prosperous community and continues to earn its reputation as a forward-thinking, attractive place to live, work, play and raise a family. Regional Council’s practice has been to establish a Strategic Plan for each term of Council that identifies the organization’s priorities for the next four years.

The 2011-2014 Strategic Plan was based on extensive public and staff consultation that helped to identify the most pressing priorities for this term of Council. Despite the challenges over the last four years, the Region has made considerable progress on the strategic priorities, which would not have been possible without the commitment and
tireless work of Regional Council and thousands of Regional staff. In addition to delivering all of our ongoing programs and services, Council and staff identified creative new solutions for the community’s most critical needs. The Region also benefits greatly from ongoing partnerships with many groups and individuals, including the Area Municipalities, community partners, advisory committees and other orders of government.

The Strategic Plan has provided a framework that has guided decision-making and priority setting over the four year term of Council. The main components of this framework include the Region of Waterloo’s Vision, Mission, Values; and the Focus Areas, Strategic Objectives and Actions.

**Vision**

The Strategic Plan elements are driven by the vision. The vision describes the preferred future and the impact that the organization hopes to have on the community:

> **Waterloo Region will be an inclusive, thriving and sustainable community committed to maintaining harmony between rural and urban areas and fostering opportunities for current and future generations.**

**Mission**

The mission describes the organization’s purpose and addresses why the organization exists:

> **The Region of Waterloo provides innovative leadership and services essential to creating an inclusive, thriving and sustainable community.**

**Values**

The values are the guiding principles that help Council and staff achieve the vision and fulfill the mission. The values are the collective commitment to how staff and Council work with citizens, customers, colleagues and community partners:

- **Service**: We provide excellent public service and strive to understand and meet the needs of all those we serve.
- **Integrity**: We practice high standards of ethical behaviour and conduct ourselves with an openness and transparency that inspires trust.
- **Respect**: We create an environment where people are included, valued and treated with dignity.
- **Innovation**: We foster an environment of leadership, excellence and creativity.
- **Collaboration**: We build internal and external relationships to achieve common goals and resolve differences.
Our Strategic Focus Areas

In order to achieve the vision of an inclusive, thriving and sustainable community, five focus areas were developed for the 2011–2014 term of Council:

1. Environmental Sustainability: Protect and enhance the environment.

2. Growth Management and Prosperity: Manage growth to foster thriving and productive urban and rural communities.

3. Sustainable Transportation: Develop greater, more sustainable and safe transportation choices.


5. Service Excellence: Deliver excellent and responsive services that inspire public trust.

For each focus area, strategic objectives were identified to add clarity, describe the overall intent and direction of the focus area, and help staff align their work to the focus area. The strategic objectives define what the Region is trying to accomplish within each area of focus. In order to move these strategic objectives forward, specific actions were also developed, which identify how the Region will achieve each of the strategic objectives.

The Region has made considerable progress on the objectives and actions set out in the Strategic Plan. The purpose of this report is to summarize some of the significant accomplishments in each of the five focus areas. In addition to the items summarized in this report, great progress is being made on virtually all of the Strategic Plan actions. These action items can be found in Appendix “A” as well as our progress reporting website; http://seeourprogress.regionofwaterloo.ca/. The Strategic Plan actions are also complemented by many other initiatives underway across the organization. All of these efforts are helping the Region move toward our vision of an inclusive, thriving and sustainable community.

2.0 Progress on the Five Strategic Focus Areas

There have been a number of challenges over the last four years, including the lingering effects of the recession which have reduced the Region’s revenues, while at the same time placing added pressures on Regional services. Despite the challenges, the Region has made significant progress on the objectives and actions set out in the Strategic Plan. While a complete overview of the status of each of the 73 Strategic Plan action items is provided in Appendix “A”, a few of the more significant accomplishments in each Focus Area are summarized below.
3.0 Environmental Sustainability: Protect and enhance the environment

Clean air, water, land and green spaces are critical to keeping Waterloo Region healthy, sustainable and livable. The Region of Waterloo considers the environment in all of its decisions and has worked with Area Municipalities and other community partners to foster community stewardship of the natural environment.

Funding Program to Support Community Based Environmental Initiatives

Since it’s inception in 2011, the Integrated Community Environmental Fund (CEF) has provided a total of $430,000 in grants for 75 projects, with a total leveraged value of almost $1.7 million. The annual grant program provides funds to local sustainably-minded projects that benefit our communities. In 2014, the CEF awarded nearly $115,000 to 21 qualifying projects including nine school greening projects, a project to renew tree canopies along the TransCanada Trail, and a project to expand a community garden at the House of Friendship. An ongoing focus of the Fund includes planting trees in schoolyards, along trails, on public lands and private properties. The Fund has supported other environmental initiatives, such as controlling invasive non-native species, promoting sustainable local food production, restoring natural areas, waste diversion, alternative energy and transportation, and environmental research projects.

Reduce Green House Gas Emissions

The Region of Waterloo has created a greenhouse gas (GHG) emissions inventory and action plan which has resulted in a 15% reduction in green house gases. Over 25,000 tonnes of GHG emissions were prevented by improving the energy efficiency of Regional buildings and traffic signals, using renewable energy, greening our fleet of vehicles, improving wastewater operations and reducing landfill gas emissions. Corporately, our GHG emission reductions in one year were equivalent to taking 5500 cars off the road. Implementation of the Region’s Corporate GHG Action Plan has also yielded almost $400,000 in energy/fuel savings and $180,000 in revenue from solar photovoltaic systems on Regional buildings.

Reduce the amount of waste going to landfill

A new Waste Management Master Plan was needed to guide the future of Waste Management for Waterloo Region as there is an expected 20 year capacity left in our landfill site. Work on the Master Plan began in April, 2012 and was approved in November, 2013. Throughout the planning process, the Region reviewed current waste management programs and performance, identified opportunities to divert even more waste from landfill, identified options for future residual waste management and evaluated the sustainability of those options, and recommended options for long-term management of waste.

Waste diversion programs have resulted in an increase in residential waste diversion from landfill from 51% to 53% between 2010 and 2013 even as the Region’s population increases each year.
Protect the quality and the quantity of our drinking water sources

The Water Efficiency Master Plan 2015 - 2025 was approved by Council in June, 2014. The goal of the Plan is to continue to deliver existing and proposed new programs with approximately the same annual budget as current programs. Targets within the Plan include: decreasing residential per capita water use from 202 to 165 litres per day; reducing cumulative drinking water usage by 1,370 million litres per year; and avoiding the release of a cumulative 7,700 tonnes of greenhouse gases. Water conservation and efficiency efforts are working; between 2000 and 2013 water consumption decreased by 9% while the service population increased 26%. This has allowed the Region to defer (perhaps indefinitely) the need for a water supply pipeline.

![Chart: Total Residential, Business & Institutional Water Consumption in Waterloo Region](chart.png)

*Integrated Urban System accounts for 95% of water consumption in Waterloo Region including Cambridge, Kitchener, Waterloo, Elmira and St. Jacobs which is also where the majority of regional growth is planned.

Chart: Total Residential, Business & Institutional Water Consumption in Waterloo Region

The Region of Waterloo completed a Master Plan for wastewater treatment in the Region in 2007 which recommended upgrades to both the Waterloo and Kitchener Wastewater Treatment Plants (WWTP). The Waterloo Plant upgrade is 95% complete and will improve the quality of effluent discharged to the Grand River as well as maintain reliability by replacing aging equipment at the plant. The Kitchener WWTP upgrades and new treatment plant are high-priority projects for the Region as we work to improve water quality in the Grand River. A phased approach for upgrades to the Kitchener WWTP has been implemented and is currently 25% complete. The upgrades completed to date have reduced ammonia concentrations in the effluent going into the Grand River by 80 per cent. Further upgrades with a total budget of $422 million will be completed over the next 10 years and will result in further effluent quality improvements.
4.0 Growth Management and Prosperity: Manage growth to foster thriving and productive urban and rural communities

Growth Management Strategy

The Region is now the 10th largest metropolitan area in Canada, and the 4th largest in Ontario with a growth rate above both the provincial and national averages. The Region is projected to experience continued population growth, adding 200,000 people over the next 20 years. Managing and shaping this expected growth while maintaining rural character, protecting our environment and encouraging more development within our existing built up areas will be key to fostering community well-being.

The Region worked in partnership with the community and Area Municipalities to develop and implement the Growth Management Strategy in an effort to identify where, when and how future growth should occur. Included in the Strategy is an objective to accommodate more growth through re-urbanization. The Growth Plan set a minimum target of 45% for new residential units to be constructed within the existing Built-Up Area (BUA). 2013 is the fourth consecutive year that this benchmark has been exceeded (55% in 2013); the most recent four year average has been 53%. In addition, 22 per cent of residential units built in 2013 were within 800 meters of the ION transit station areas. Single detached houses are still the prevalent dwelling type; however, more recent building activity indicates a shift towards higher density development, with over 40 per cent of new permits in 2013 issued for apartments, and another 20 per cent for townhomes.

Graph: More Residential Development in Built-up Areas
Brownfield Program

Many key opportunities for reurbanization are associated with brownfield sites, vacant or underutilized properties such as former industrial sites, closed service stations or disposal sites that have remained unused or underdeveloped after the original business has closed. The Region recognizes the opportunities brownfield properties represent for new investment, and the important role these sites have in achieving the Region's long term objectives. Therefore, the Region has developed the Brownfield Financial Incentive Program (BFIP), a collection of financial incentives intended to promote the redevelopment of brownfield sites throughout Waterloo Region. These financial incentives assist property owners and developers with costs associated with the environmental investigation, remediation and ultimate redevelopment of a brownfield site.

All facets of the Brownfield Financial Incentive Program (BFIP) are being implemented in partnership with the cities. The Region is considering the expansion of the program to include Tax Increment Financing and non-brownfield Tax Increment Grants.

---

### Brownfields Financial Incentives Program

**Community Responses**

- **36** Grant applications approved by the Region since 2006:
  - 20 Phase 2 ESA Grants ($534,053)
  - 7 Regional Development Charge Exemptions ($9,867,820)
  - 9 Joint Tax Increment Grants ($14,623,097 - Regional Portion Only)

- **989** New residential units created

- **996,809** Square feet of new non-residential floor area

- **185.5** Million dollars combined assessment increase

---

**Chart:** Brownfields Financial Incentives Program
Economic Development

Given the current economic climate, Regional Council has identified the need for a renewed focus on strengthening the coordination and implementation of economic development in Waterloo Region.

In 2012 the Region and Area Municipalities jointly engaged a consultant to evaluate and identify ways to improve the current approaches to economic development. Based on recommendations from their report, the Region along with Area Municipalities, stakeholders, community leaders and representatives from Canada’s Technology Triangle (CTT) worked together to develop a region-wide strategy to attract investment and strengthen economic development activities in Waterloo Region. In August, 2014 Regional Council approved a number of recommendations related to economic development, including approval in principle of the first-ever Waterloo Region Economic Development Strategy as well as the creation of a new Waterloo Region Economic Development Corporation.

Other recent actions to improve the Region’s focus on Economic Development include:

- Establishing an Office of Economic Development within the Region, and hiring a Manager of Economic Development;
- Requesting the Province add the Region of Waterloo to the list of Upper-tier Municipalities assigned “non-exclusive” legislative authority to participate in the “Acquisition, development, and disposal of sites for industrial, commercial and institutional uses.” (i.e. to allow the Region to participate in the development of “employment lands”);
- A Master Environmental Servicing Plan (MESP) and Community Plan were created for the East Side employment lands - a significant milestone in the development of “market ready” employment lands in the East Side, and;

East Side Lands Development

Closely linked with the issue of economic development, Council has identified the need for a continued focus on land development intended primarily for employment purposes. The Region of Waterloo, the City of Cambridge and the Grand River Conservation Authority, in consultation with the City of Kitchener and the Township of Woolwich, worked together to develop a Master Environmental Servicing Plan (MESP) to advance the development of the East Side Stage 1 Lands. A MESP is a plan that provides recommendations for addressing issues and opportunities related to transportation, water/wastewater, storm water and the natural environment in support of future development of an area. The East Side Lands (Stage 1) Master Environmental Servicing Plan (MESP) was approved by Regional Council on April 9th, 2014.

The Plan calls for approximately 300 net hectares (741 net acres) of additional large lot employment lands to development readiness within Waterloo Region. The lands are strategically positioned for future development due to their proximity to the Region of Waterloo International Airport, Highway 401 and major inter-regional roads (Highways 8 and 24).
Arts, Culture and Heritage

The Region of Waterloo owns and operates three museums: The Waterloo Region Museum (including Doon Heritage Village); Joseph Schneider Haus; and McDougall Cottage. Each year, about 108,000 visitors, including 30,000 students, participate in the many events, programs and tours offered at these sites.

Promotion of the museums and events is actively pursued through the media and with Waterloo Regional Tourism Marketing Corporation (WRTMC) and the Creative Enterprise Institute (CEI). Cross-promotion of area museums, galleries, cultural organizations and tourism infrastructure (e.g. hotels) has also been developed.

Promotion of these cultural facilities has been effective, as attendance at Waterloo Region Museum has reached almost 90,000 people in 2013, an increase of 30 per cent as compared to 2012. Museum membership also rose by 300 per cent to more than 900 family and individual memberships. The museum now participates in reciprocal admission programs for museum members with 11 other museums and historic sites across Ontario.

The Region continues to support the arts in many ways and some examples include: Doors Open Waterloo Region, an annual opportunity to view unique architecture and behind the scenes operations at selected buildings; Creative Enterprise Initiative, promoting and supporting arts activities; Cultural Heritage Landscape Guidelines; ArtsSmarts; the Creative City Network; ArtsBuild Ontario; and the Waterloo Region Heritage Foundation which receives over $100,000 in annual funding.

Twelve pieces of public art have been installed at Regional buildings since 2002. The Waterloo Region Arts Fund receives about $250,000 per year, which it grants to artists to “make art happen”. In addition, the Region provided grants totalling $813,000 to larger arts organizations on an annual basis.

5.0 Sustainable Transportation: Develop greater, more sustainable and safe transportation choices

The Regional transportation system provides the infrastructure to support the cultural, economic, environmental and social issues to ensure Waterloo Region continues to be a great place to live and work. The goal of the transportation system is to offer accessible and affordable choices for moving people and goods in a safe, integrated and seamless manner which will support a sustainable and thriving community for current and future generations.

Rapid Transit

Planning for the rapid transit project began in the 1970’s when it was first identified in the Regional Official Plan as a vehicle to fundamentally shape Waterloo Region for the future, helping to move people, limit sprawl, encourage intensification and protect the environment. Over this term of Council there have been many milestones achieved and the project is now at a point where detailed design, construction and implementation are becoming a reality.
In June 2011, following six years of technical studies and an extensive, unprecedented public consultation process, Regional Council made the decision to implement Light Rail Transit as the choice for rapid transit in two stages. Stage 1 includes LRT from Kitchener to Waterloo as well as adapted Bus Rapid Transit (aBRT) from Cambridge to Kitchener. Stage 2 will see the aBRT route converted to LRT, creating a 37 kilometre route of LRT across the three urban centres. In an effort to increase ridership south of the transit terminal at Fairview Park Mall, Regional Council approved the allocation of $1 million per year for 10 years to enhance ridership and encourage development along the aBRT corridor in Cambridge.

The brand name ION was selected as the most preferred option during the first phase of the Region’s public consultation process, registering strong first impressions and positive word associations. The name was approved on May 8th, 2013 by Regional Council, and five months later the official logo for ION was also approved by Council. In February, 2012, the Region decided to use a public-private partnership approach to implement ION Light Rail Transit and undertook a rigorous procurement process to select a partner. In March, 2014 Regional Council approved GrandLinq as the Preferred Proponent to design, build, finance, operate and maintain the Stage 1 LRT Project.

Construction is currently underway along the ION adapted bus rapid transit (aBRT) corridor, and along the ION light rail transit (LRT) corridor. Currently the ION LRT is on-time and within budget. Stage 1 of the LRT Project is projected to be completed by 2017.

Central Transit Corridor Community Building Strategy (CBS)

The Central Transit Community Building Strategy (CBS) was endorsed by Regional Council in December, 2013. The CBS guides the future preparation of the Central Transit Corridor and Station Area Plans to focus new development within existing urban areas, particularly within our downtown core and at rapid transit stops. This strategy will shape growth so that we can limit urban sprawl as well as protect our agricultural and environmentally sensitive areas. The strategy provides valuable information to investors and developers about the many opportunities that exist throughout Waterloo Region, and recognizes that cars, trucks and commercial vehicles will need to be accommodated while at the same time supporting the broader transit system. The CBS has been recognized with awards from several organizations including the Canadian Institute of Planners, the Royal Architectural Institute of Canada and the Canadian Society of Landscape Architects.

Expanding the Transit Network

Expanding the transit network (Conventional Transit) while integrating it with the future Light Rail Transit System (ION) was a priority for the Region. Annual transit ridership has increased from 9.5 million rides in 2000, to 22 million rides in 2013 (a 132 per cent increase). To support the increased demand a comprehensive redesign of the system was necessary.
The comprehensive redesign of the transit network is based on a series of express corridors that connect with rapid transit. The GRT 2011 – 2014 Business Plan was approved by Regional Council in February 8, 2012, which identified the requirements to implement key express corridors and local service changes to integrate the bus network with the approved LRT and aBRT services.

In September 2011, the “201 Fischer-Hallman iXpress” was the first express route established from the redesign of the network. The route was subsequently extended in 2013 to reach Conestoga Mall. In September 2013, the east-west “202 University iXpress” was established, along with associated local route changes, and in April 2014, the “203 Maple Grove iXpress” was implemented between the Cambridge Centre and Sportsworld and will be extended to Conestoga College in September 2014.

Encourage employers to support active and sustainable transportation

In 2012, the TravelWise program established a Transportation Management Association (TMA), which aims to connect employers interested in Transportation Demand Management (TDM) initiatives to achieve meaningful, long-term changes that encourage citizens to use alternative methods of commuting like transit, cycling, walking and carpooling.

In January 2012, the TMA began with 14 member organizations and grew to 20 organizations by the end of 2013, exceeding expectations and reaching the pilot's membership limit. Regional Council has since continued with the program, and the TMA has now grown to 26 organizations as of August, 2014. Over 25,000 employees of these organizations are eligible for TMA services, such as the GRT corporate discount transit passes, and emergency rides home. The success of TMA memberships,

Graph: Population or Hours of Service and Ridership (millions)

The comprehensive redesign of the transit network is based on a series of express corridors that connect with rapid transit. The GRT 2011 – 2014 Business Plan was approved by Regional Council in February 8, 2012, which identified the requirements to implement key express corridors and local service changes to integrate the bus network with the approved LRT and aBRT services.

In September 2011, the “201 Fischer-Hallman iXpress” was the first express route established from the redesign of the network. The route was subsequently extended in 2013 to reach Conestoga Mall. In September 2013, the east-west “202 University iXpress” was established, along with associated local route changes, and in April 2014, the “203 Maple Grove iXpress” was implemented between the Cambridge Centre and Sportsworld and will be extended to Conestoga College in September 2014.

Encourage employers to support active and sustainable transportation

In 2012, the TravelWise program established a Transportation Management Association (TMA), which aims to connect employers interested in Transportation Demand Management (TDM) initiatives to achieve meaningful, long-term changes that encourage citizens to use alternative methods of commuting like transit, cycling, walking and carpooling.

In January 2012, the TMA began with 14 member organizations and grew to 20 organizations by the end of 2013, exceeding expectations and reaching the pilot's membership limit. Regional Council has since continued with the program, and the TMA has now grown to 26 organizations as of August, 2014. Over 25,000 employees of these organizations are eligible for TMA services, such as the GRT corporate discount transit passes, and emergency rides home. The success of TMA memberships,
combined with the growing services it offers employees, continues to generate significant interest from additional organizations outside of the program. Staff expect this interest to continue through 2015, and are prepared to grow the TMA’s membership to 40 organizations.

Walk Cycle Waterloo Region

The Region has committed to ensuring our growth is compact and concentrated within existing built-up areas. As a result, we must ensure our roads and transit systems are adequate and that pedestrians, cyclists and people with disabilities have good transportation options, along with good connections to the Grand River Transit and ION light rail transit systems. Walk Cycle Waterloo Region was developed to help make it easier to walk, cycle and use mobility devices to get around Waterloo Region. Walk Cycle Waterloo Region was developed in co-operation with the Area Municipalities and integrates and supports other Area Municipal plans that focus on walking and cycling.

Walk Cycle Waterloo Region was approved in February, 2014 by Regional Council and will be used during the planning, designing and constructing of our Regional transportation infrastructure.

Advocate for improved Rail service to Kitchener and Cambridge

To support many of the Region’s strategic priorities, improved passenger rail service between Waterloo Region and the GTA is essential. Therefore, Regional Council has identified the need for stronger strategic advocacy and coordinated action from the Region and the Area Municipalities. This includes ongoing advocacy for improved VIA rail service, improved GO rail service to Kitchener, and the establishment of GO rail service to Cambridge.

Some advocacy efforts have been successful to date resulting in GO Train service being established on December 19, 2011 with two morning trains to Union Station and two evening trains returning to Kitchener. The Provincial government has recently announced the expansion of the daily GO Train service to include four trains in each direction by 2016, as well as improvements to the rail corridor in an effort to reduce travel times between the Region and Toronto. Full-day, two-way service has recently been announced as an option in the future.

The 2009, the Cambridge to GTA Rail Passenger Feasibility Study identified the CP line to Union Station via Milton as the most promising routing option for future GO Train service to Cambridge. The Study has been updated in partnership with the City of Cambridge, and implementation alternatives have been examined, including the establishment of conventional GO Train service, and using Diesel Multiple Units (DMUs). Regional and City staff will implement an action plan that includes discussions with Metrolinx, CP Rail, municipalities along the Milton Line, and MPs/MPPs with the goal of encouraging Metrolinx to initiate a study examining GO Train service to Cambridge as soon as possible.
Address priority transportation bottlenecks to reduce road congestion

The Region continually reviews the Regional road network to identify areas where congestion/operational issues are occurring. Specific locations are prioritized on an annual basis and solutions developed. In 2013, a public participation project using a GPS mobile phone traffic app was piloted to assist in the identification of transportation bottlenecks. This project has been completed and locations were identified. A report will be presented to Council in 2015, which will identify remedial solutions and an implementation strategy.

Other initiatives to improve Regional road congestion and safety include the following:

- Since 2010, 12 control area optimization studies have been completed, resulting in average travel time savings of 13.7% for vehicles;
- Since 2004, 19 roundabouts have been constructed;
- In the past five years, 66 intersections with traffic signals have been outfitted with pedestrian countdown signals; and,
- Since 2012, the Region has installed 17 accessible traffic signals and is replacing equipment at 42 locations to meet the requirements of the Accessibility for Ontarians with Disabilities Act.

The King/Victoria Transit Hub (“the Transit Hub”)

The Transit Hub will serve as a key anchor along Waterloo Region’s Central Transit Corridor, and help integrate transit station functions with a high-density mixed-use destination. Over the past five years, the Region of Waterloo has purchased several properties at the intersection of King and Victoria Streets for the purpose of developing a transit hub, and planning for the site is well underway. The development of the transit hub will link future Rapid Transit, GRT conventional transit, GO and Via train services, as well as GO buses and other inter-city bus lines into one seamless public transportation system. The hub will also serve as a significant catalyst for additional development on this property and within this part of the City of Kitchener known as the “Innovation District”. As the property owner, the intention of the Region of Waterloo is to achieve a landmark gateway development that is comfortable and convenient for pedestrians and seamlessly connected to transit.

A number of studies and approval processes are being undertaken or have been completed to ready the site for interim use, and for future use as a transit hub and a major new development site. These include: the submission of planning applications to the City of Kitchener to provide for future private sector development of the site (including the completion of a Heritage Impact Assessment for the former Rumpel Felt building); the development of a Preliminary Site Design and Station Area Access Plan; remediation of the site; the required environmental assessments for the eventual closing of Waterloo Street to vehicular traffic and the development of various transportation facilities associated with the facility (including the future GO Rail and VIA Rail platform); and a market scoping study to determine the viability of various future uses of the site. The site has also been prepared for use as an interim parking area to support riders of GO and VIA Rail and to provide temporary parking facilities to assist the City of
Kitchener in its economic development initiatives (until such time as additional parking is constructed elsewhere).

6.0 Healthy and Inclusive Communities: Foster healthy, safe, inclusive and caring communities

The Region of Waterloo is working with community partners to take actions to reduce inequities and enhance community health, safety, inclusion and quality of life. The Region plans and provides ongoing programs and services to respond to the changing demographics and diverse needs of the community.

Region of Waterloo’s Comprehensive Approach to Poverty Reduction

Poverty continues to be an issue in Waterloo Region. In 2011, approximately 11.7 per cent of the population in Waterloo Region had a low income. The Comprehensive Approach to Poverty Reduction has been developed with specific actions to address poverty comprehensively across Regional departments and program areas, recognizing that each department at the Region has a unique role to play in reducing poverty. Examples of activities achieved throughout this term of Council include: the development of Inclusive Language Guidelines; the hosting of a Dialogue on Diversity on the topic of poverty and precarious employment with over 170 attendees; Innovation Hubs were launched to address the topics of affordable public transportation and affordable housing, which will continue into the fall of 2014. A report will be prepared for the Community Services Committee in January, 2015.

Healthy Communities Partnership

The Waterloo Region Healthy Communities Partnership has been established to take action regarding three community identified priorities, healthy eating, physical activity, and mental health promotion. The Waterloo Region Healthy Communities Partnership (Partnership) which is coordinated by Public Health, is part of a provincially mandated health promotion strategy that asks local community members to identify and advocate for local policy actions to improve health outcomes, and reduce levels of chronic disease.

In 2013, the Partnership focused on identifying specific zoning and licensing bylaws that could encourage healthier eating. A report was developed on Planning for Food Friendly Municipalities, and community skill building workshops were established on how to advocate for favourable changes.

The Waterloo Region Healthy Communities Partnership was also able to support the Waterloo Region Active Living Network (WRALN) to develop a Blueprint for Physical Activity Action in Waterloo Region.

In the fall of 2013 the Waterloo Region Mental Health Work Group (working with the Partnership) held a community forum to engage with 75 community stakeholders at Kitchener City Hall. This provided an opportunity for the public to share their thoughts and opinions on mental health promotion and avenues for favourable mental health policy related to healthy eating, physical activity, and inclusive communities.
2013 also saw Partnership research carried out in local townships. The Wilmot Healthy Communities Coalition, and Woolwich Healthy Communities, began work to develop local community profiles and policy recommendations specific to each township based on community consultations, reports on identified gaps in local service, and a review of existing policies.

**Work with community partners to improve harm reduction and prevention programming for substance misuse**

The Waterloo Region Integrated Drugs Strategy (WRIDS) was developed to prevent, reduce and/or eliminate problematic use of alcohol, prescription medication, and illicit substances. The Strategy was developed by a 26-member Task Force who met over 2.5 years and brought forth 99 recommendations to make the community safer and healthier. An Implementation Steering Committee has been established to oversee the strategy, including the four Coordinating Committees comprised of numerous stakeholders, including members with lived experience with substance use.

Region of Waterloo Public Health introduced a harm reduction program and service improvements in 2013 and 2014, including overdose prevention training in a local high school, and the provision of naloxone (a drug that reverses the effects of an opioid overdose) at Region of Waterloo Public Health clinics.

**Enhance Emergency Medical Services (EMS) delivery and collaborate with health care partners to support system change**

In order to address population growth and demographic changes, an Emergency Medical Services (EMS) Master Plan has been developed. The Plan includes quarterly performance reporting and key performance measures in order to address how effective and efficient the program is at meeting specific objectives, priorities, and legislated mandates. The focus of the Plan and the work that arises is on quality and performance, with measurement providing the information required to help make decisions and better manage operations.

The Region of Waterloo worked in partnership with the University of Waterloo to develop a Response Time Performance Plan which was approved by Council in August, 2014. With the better management of offload delays EMS was able to identify patterns and address the challenges as they arose and has reduced the response time by 46 seconds since 2010.

Successful ongoing collaboration with the hospitals and CCAC has resulted in sustained improvements in offload delays. This work will need to be ongoing so we can continue to be vigilant. Significant gains have been made in the last 2 years.

EMS continues to work diligently with community stakeholders and especially the area Emergency Departments to try and reduce offload delays and return our resources to the road. Off load delays were reduced from the equivalent of 396 24-hour ambulance days in 2012 to 144 in 2013 and similar trends are expected in 2014.
As can be seen from the data we continue to make strides in a positive direction and work to maintain the gains. We current sit at almost 1/3 of the total offloads lost compared to the highest loss point in 2012.

There has also been successful ongoing collaboration with the hospitals and Community Care Access Centre that has resulted in sustained improvements in the offload delays at regional hospitals.

Affordable housing and reduce homelessness

The Region continues work to increase the supply and range of affordable housing and reduce homelessness. The Homelessness to Housing Stability Strategy of Waterloo Region was released in 2012 and included 40 action areas designed to end homelessness. One of these action areas focused on ending family homelessness. A report was developed to raise awareness of the issue of family homelessness and build momentum to follow through on the actions outlined in this report.

The Region has created 513 new units of sustainable affordable housing between 2008 and the end of 2013. An updated Affordable Housing Strategy 2014-2019 was endorsed by Regional Council on June 4, 2014. The goal of the updated strategy is to address the needs of at least 700 households. This will include the creation of 350 new units and renewing or renovating 350 existing units.

The Region will also participate in an extension of the Investment in Affordable Housing (IAH) for Ontario Program. This program is jointly funded by the provincial and federal governments and will provide another $800 million across the province for more affordable housing over six years (2014 – 2020). The Region’s allocation for 2014 – 2015 is $2,547,400. The IAH Program gives the Region flexibility to address locally identified housing needs.

Supporting our seniors

Adults over the age of 75 are the fastest growing segment of the population in Waterloo Region. Area Municipalities and the Region of Waterloo along with community partners have created a Seniors Strategy and Seniors Advisory Committee to actively support the well-being of older adults in the community. The committee provides a venue and forum for stakeholders and community members to provide input on improvements of Regional services related to seniors and senior’s issues. The committee also provides advice and feedback on policy, planning and services delivered by Seniors’ Services and other Regional programs and services related to seniors. The committee provided recommendations on the Region of Waterloo Seniors' Strategy, which was endorsed by Regional Council in August of 2014. The strategy includes a variety of recommendations to support older adults and includes actions that will ensure the Region of Waterloo continues to deliver programs and services in an age-friendly manner.

The Sunnyside Wellness Centre in Kitchener now offers publicly funded physiotherapy services for adults over 65 who are receiving Ontario Works, or Ontario Disability Support Program benefits. This will allow better access to physiotherapy services for up
to 480 eligible patients each year. The Sunnyside Wellness Centre offers a unique setting for older adults to exercise and maintain wellness in a safe, accepting and barrier-free environment. The Centre offers fitness programs (supported by a kinesiologist), physiotherapy, dental hygiene, massage therapy, foot care, therapeutic spa and education programs.

**Support the Immigration Partnership**

Immigrants to Waterloo Region now make up over 22 per cent of the population, and by 2031 it is anticipated that 1 in 3 residents in the region will be immigrants. The Waterloo Region Immigration Partnership is a comprehensive collaboration with local community stakeholders and the Region of Waterloo. The Partnership is responsible for developing and implementing strategies that facilitate successful settlement, integration into the community, and community engagement with immigrants and refugees in Waterloo Region. The Region provides administrative and financial management support to the Partnership. A Community Action Plan was launched in the Spring of 2014 to guide the work of the Partnership going forward. Staff from various departments within the Region participate on action groups within the Immigration Partnership.

7.0 **Service Excellence: Deliver excellent and responsive services that inspire public trust**

The Region of Waterloo strives to consistently provide high levels of citizen satisfaction in delivering citizen focused programs and services that are accessible, efficient, effective and responsive to community needs.

**Diversity and Inclusion Strategy**

A Diversity and Inclusion Strategy was developed and approved by Regional Council in June, 2012 in order to identify actions that will help make the Region’s programs, services and workforce more accessible and responsive to our diverse community. Through this project the Region is working to attract and retain a skilled, talented and diverse workforce in order to better understand and meet the needs of our community.

Examples of work completed to date include:

- The establishment of Quiet spaces for staff prayer at 150 Main Street in Cambridge, 150 Frederick Street in Kitchener, and 99 Regina St. S. in Waterloo;
- 10 dialogues on diversity were held with the community to identify and address barriers to working with various groups (immigrants, lesbian, gay, bisexual and transgendered, people living with a disabilities, black youth, people experiencing poverty, older adults and refugees). Over 1,000 people attended the dialogues over the past two years;
- Diversity and inclusion training was provided for management and frontline staff;
- Diversity and inclusion information was embedded into the Management Leadership Development Program, the New Employee Orientation Program, and in the Service excellence and Respect in the Workplace Training;
- Bias awareness training has been piloted and revised;
• Tools and resources were developed for staff in order to improve access to Regional services and in our workplace.

The Region has been working to implement the standards under the Accessibility for Ontarians with Disabilities Act (AODA) to comply with Provincial regulations and address accessibility issues in Regional Services.

Service First Call Center

Research has shown that the telephone is still the most common access channel for the public, and through public input it was identified that there were clear opportunities to improve how citizens access Regional services through the telephone channel. On August 16, 2011 Regional Council approved the creation of the Service First Call Centre (SFCC). The goal of the SFCC was to consolidate the Region’s 127 phone lines into one easily recognizable number, offering a more consistent level of enhanced service. The SFCC was launched in June 2014 and is available 24 hours per day, 7 days per week. The call centre responds to 80% of calls at the first point of contact, with the remaining 20% being transferred to an internal expert with a single transfer. A unique partnership has been established whereby the SFCC is co-located at the City of Kitchener Operations Facility, and the City has the option of using the Region’s Customer Relationship Management (CRM) software, thus avoiding the cost of a duplicate system. Ongoing opportunities to partner will be explored as appropriate.

The SFCC currently handles on average 22,000 calls per month. To date, over 80 per cent of calls are answered within 60 seconds. Due to the large volume and complexity of calls handled by Grand River Transit (GRT), an additional year is being taken to transition responsibility for those calls into the SFCC. This transfer is expected to be complete in early 2015.

In April, 2014 a point of service option was introduced where callers can provide feedback on their call experience. To date 660 people have responded with 90% reporting satisfaction with their overall call experience.

Efficiency and Value for Tax Dollars

The Region faced significant financial pressures over this term of Council resulting from a combination of factors, including: increased costs associated with providing social services following the recession; reduction in Provincial funding for some programs; reduced revenues in some program areas; and the need to invest in new and replacement infrastructure to serve our growing population. As a result, Regional Council and staff have put significant effort into finding ways to deliver the Region’s
programs more cost-efficiently. Staff identified $10 million in efficiencies (base budget reductions) between 2011 and 2014. The Region also completed an organizational structure review in 2014, which has reduced the number of Departments and the number of senior management positions. Council has also initiated a Service Review which will look comprehensively at the Region’s services and service levels to identify opportunities for improvement in the efficiency of service delivery.

The Region also continues to implement program reviews in order to improve the efficiency and effectiveness of our programs. Program Reviews are intended to provide an objective assessment of the extent to which Regional programs are achieving intended results, the proficiency with which resources are administered, and the manner in which risks have been managed. Since 2011, program reviews have been completed in Facilities Management and Fleet Services, the Region of Waterloo International Airport, the Rent Supplement Program, Cultural Sites, and Transportation Operations. Each of the program reviews has identified a range of program improvements and efficiencies, including cost savings, changes to policies and procedures, organizational changes, and improved effectiveness and accountability.

**Recruiting and Retaining Skilled Employees**

In order to retain, recruit and develop skilled, motivated and citizen-centered employees, a number of actions have occurred. The Region piloted recruitment through Facebook for the recruitment of engineering positions. A process for identifying hard-to-fill positions across the organization was implemented. As a result, Human Resources has developed and implemented strategies for recruiting identified hard-to-fill positions (e.g. the creation of a Junior Engineer Position).

In order to gather input from current staff, a second organization-wide employee survey was launched in 2012. The results of the survey helped to identify the factors that most influence staff engagement, and what could be improved in the workplace. The survey is part of the ongoing effort to improve employee engagement and employee satisfaction. Ultimately, this will help to provide better service to the public.

**Improve awareness of Regional services**

Public feedback has shown that citizens want to receive more information about the Region in order to better understand what services the Region provides. In an effort to raise awareness of Regional programs and services a series of “Touchpoints” commercials with the theme “What can we do for you today?” were created and which aired in late July and early August of 2012, and again between June and September 2013. The concept was also incorporated into the parade float, which was displayed at Oktoberfest 2012. In 2014, the Touchpoints campaign was expanded to include a three minute video, as well as display advertising on transit shelters.

The Touchpoints campaign achieved its intended goal of improving public awareness of Regional programs and services, based on data from concurrent Omnibus telephone surveys, which showed that awareness of Regional services improved in seven of nine categories. Analytics show that Regional website use (total visits and page views) increased by 5 to 10 per cent following the Touchpoints campaign. Social media metrics show that Touchpoints tweets and posts generated many retweets and “shares” as well
as positive comments and conversation. The Touchpoints campaign earned a Gold Quill Award of Excellence from the International Association of Business Communicators.

**Increase awareness of Council activities and opportunities for citizens to interact with members of Regional Council**

Progress has been made to increase awareness of Regional Council activities and opportunities for citizens to interact with members of Regional Council in a number of ways, including the webcasting of Regional Council and Standing Committee meetings (starting) in December, 2011. The Region also hosted two all-Council meetings each year with area Councillors, and in May 2012, local media were invited to participate in a Council tour of Regional facilities. In addition, policies were implemented in 2011 that will provide more flexibility to Members of Council to attend a greater number of community events. Articles by Members of Council are being published in community newspapers on a regular basis, and Councillors’ external websites and social media pages (where applicable) have been linked to their Regional web pages.

**Explore opportunities for partnerships with Area Municipalities in order to improve services**

The Region continues to explore partnership opportunities with the Area Municipalities on an ongoing basis. Specific examples include the following:

- The Region and City of Kitchener have developed a call center partnership involving the Region co-locating the new Service First call center with the City's existing call center, and Kitchener using the new citizen relationship management (CRM) software acquired by the Region.
- The Region and Area Municipalities are working together to improve Economic Development Services.
- The Region and City of Cambridge are working together to accelerate the development of the East Side employment lands.
- The region and Area Municipalities developed a common “Service Listing” for use on all Regional / Municipal websites.

The Region and Area Municipalities are also exploring the potential to collaborate on research and information gathering to support upcoming strategic planning processes.

**8.0 Region of Waterloo Awards and Recognition**

With the many accomplishments and progress made in the Region’s 2011-2014 Strategic Plan, the Region of Waterloo has also been recognized as a leader by federal, provincial and professional organizations. Some recent examples include the following awards.
Finalist for the 2014 Community Conservation Awards

The Region of Waterloo was among nine finalists for the 2014 Community Conservation Awards. These awards recognize commitment to energy-savings initiatives and province-wide energy conservation. The awards are a collaborative effort supported by the Ontario Power Authority (OPA), the Association of Municipalities of Ontario (AMO), and the Electricity Distributors Association (EDA).

National Award for Community Building Strategy

The Region’s Central Transit Corridor – Community Building Strategy has won an award from Canada’s top architecture body, the Royal Architectural Institute of Canada (RAIC), the Canadian Institute of Planners and the Canadian Society of Landscape Architects. This award recognizes individuals, organizations, firms and projects that have contributed to the quality of life in our Canadian cities and their sustainability. In 2014, projects in 12 communities across Canada were recognized. The Community Building Strategy also received an award from the Canadian Institute of Planners to recognize planning excellence, innovation, impact on the profession, implementation potential and overall presentation of the Strategy.

Canadian Urban Transit Association (CUTA) Award

Each year, CUTA recognizes exceptional Canadian transit agencies and the work they do. Grand River Transit won this year’s CUTA Corporate Leadership Award for Marketing and Communications for its imaginative 202 iXpress campaign. The Get There Faster campaign launched in the summer 2013 and featured a cheetah, superhero and race car driver taking the bus. It highlighted the GRT’s latest express route, the 202 iXpress, which transports riders from the Boardwalk to Conestoga Mall with fewer stops. The campaign was executed through social media, cinema spots, household mailers and print ads.

Award of excellence for Geographic Information Systems (GIS)

The Region won GIS awards for Best Web GIS, Best Public Sector GIS and for innovation in the field of GIS. The gold and silver awards, presented by the Urban & Regional Information Systems Association (URISA), recognized the Region’s web applications and internal tools created to improve effectiveness and efficiency. These tools solve many business problems such as: optimizing public health inspection routes; organizing critical information for emergency response; environmental enforcement; bus stop management; mobile apps for field data collection and helping Children’s services view locations more easily to plan programs and anticipate service needs. ESRI Canada gave the award of excellence for implementing 16 unique applications across the organization that enhanced overall customer service.

Green House Gas (GHG) Reduction Champion

The Federation of Canadian Municipalities’ (FCM) recognized communities that have excelled in meeting the Partners for Climate Protection (PCP) program goal of raising awareness of climate change and taking action to reduce greenhouse gas emissions.
(GHG). The Region of Waterloo was one of five communities recognized. As a relatively new member to the PCP program (since April 2010), the Region has worked hard to develop a comprehensive climate action strategy. In October 2013, the Region achieved milestones four and five for corporate operations — a new record for completing the PCP milestone framework. The Region also released its community-wide action plan shortly after, earning milestone three for the community in December 2013. As an upper-tier regional municipality, Waterloo’s approach to reducing GHG emissions has emphasised collaboration and shared objectives by working closely with local Area Municipalities, as well as several community partners.

**Moody’s maintains Region’s Aaa (Triple A) credit rating**

In February, 2014 the Moody’s Investors Service rated the Region of Waterloo with the highest credit rating possible for the 14th year in a row. The Region’s Aaa rating reflects sound and stable financial management, a low debt burden and consistency in achieving positive operating outcomes. The Region of Waterloo’s debt burden is low when compared to its Canadian peers. These low debt and debt servicing ratios illustrate the Region’s successful fiscal track record and high degree of flexibility – two key characteristics supporting the Aaa rating.

**2013 Ontario Concrete Awards for the Fairway Road Grand River Bridge**

This award was presented to the Region of Waterloo in the structural design innovation category. The annual competition focuses on the achievements of owners, designers, contractors and suppliers that have made concrete their construction material of choice. The Fairway Road Bridge is the first new roadway bridge over the Grand River in over 40 years. Built using more than 23,000 tonnes of concrete, the pre-stressed, post-tensioned concrete, cast-in-place segmental cantilever construction was chosen to avoid the need for piers and temporary supports in the Grand River. It is one of only a dozen bridges of its kind in Ontario and known for its durability.

**Gold Quill Award of Excellence “Touchpoints” commercials**

The Region of Waterloo’s “Touchpoints” commercial campaign has been awarded a Gold Quill Award of Excellence by the International Association of Business Communicators. The six commercials, which highlight a variety of Regional programs and services, were aired on CTV and social media. The commercials feature staff members providing the various services to the community.

**Peter J. Marshall innovation award**

The Region of Waterloo along with York Region, the Cities of Brampton, Burlington and Hamilton, the Town of Oakville, and the London Transit Commission have jointly received the Peter J. Marshall Innovation Award at the 2012 Association of Municipalities of Ontario (AMO) annual conference in Ottawa. The award recognizes the Transit Inventory Management Services (TIMS) project. TIMS is the first initiative involving the consolidation of parts procurement for multiple transit systems through a single supplier in North America.
Award for Leadership Role in Celebrating and Protecting Heritage

In March 2012, the Region received the Lieutenant Governor’s Ontario Heritage Award for Community Leadership. This award recognizes communities that have a proven track record and demonstrated leadership in heritage conservation and celebration. The Region of Waterloo is the first regional municipality to receive this honour. The Region provides ongoing support for heritage through its stewardship, programming, promotion, conservation and commemorative efforts, including:

- Operation of the award winning Waterloo Region Museum, Joseph Schneider Haus National Historic Site, Doon Heritage Village and McDougall Cottage, and preservation of several heritage landmarks, including The Governor’s House and Gaol and West Montrose Covered Bridge;
- Ongoing support for heritage organizations and institutions such as the Waterloo Regional Heritage Foundation and the Heritage Planning Advisory Committee (HPAC);
- Support for heritage festivals, events and volunteers; and
- Protection of heritage resources through heritage policies and guidelines.

Recycling Council of Ontario Waste Minimization Gold Level Award

In November 2012, the Region received the Gold Level 2012 Recycling Council of Ontario Award in the Municipal Diversion category. This award is to recognize the Region’s leadership, innovation and commitment to minimizing waste in workplaces, homes and communities.

Ontario Parks Association “Protecting Tomorrow Today” Award

The Ontario Parks Association (OPA) presented the “Protecting Tomorrow Today®” award to the Region of Waterloo in February, 2012 for its work to reduce salt used for winter de-icing of parking lots, roads and walkways. Salt can have long term effects on our environment, vegetation, and our waterways. The OPA motto “Protecting Tomorrow Today” is a commitment to civic beautification and the advancement, protection and conservation of parks, open spaces and the environment in the Province of Ontario. The Region was noted for exemplary leadership and efforts in reducing the impact road salts and chlorides are having on water systems and the water courses throughout the region. The work on this initiative also drew the interest of many other municipalities, parks departments, road authorities and contractors to do the right thing for the environment.

9.0 Communicating progress of the 2011-2014 Strategic Plan

The Region is using multiple methods to communicate the Strategic Plan progress to the public, community partners, Area Municipalities and Regional staff. As part of our commitment to greener choices, we are significantly reducing the number of printed materials and expanding web-based social media tools to encourage people to view our progress online. A website was developed for monitoring and communicating progress
on the Strategic Plan and can be found on the Region’s website under the Strategic Plan tab or by visiting http://seeourprogress.regionofwaterloo.ca. A paper based update summary will be created for individuals who do not have access to a computer.

10.0 Proposed Strategic Planning Process - 2015-2018

With the new term of Council, the Region will be embarking on a process to renew the Strategic Plan for 2015-2018. The plan will build on the successes of the 2011-2014 Strategic Plan, and will provide an opportunity to update the key strategic objectives and actions. Four stages are proposed in principle to identify strategic objectives and actions for the 2015-2018 Strategic Plan. It will also be important to align the Strategic Planning process with the 2015 budget process, and with the Service Review, which will be initiated shortly. The proposed approach will be reviewed and finalized by the new Regional Council in early 2015.


In Stage 1, issues and trends, opportunities and challenges will be identified which will provide a context for the planning work in subsequent phases. A demographic profile of Waterloo Region as well as Departmental descriptions will be generated. Involvement of Regional staff and Councillors will be critical to this stage of the planning process.

As part of the Region’s commitment to citizen service, a statistically reliable public survey is proposed for January or February 2015 to inform the development of future strategic priorities. Other methods to gather input from community organizations, priority populations and the various Regional Advisory Committees will also be completed in Stage 1.

By the end of this stage we will have input and ideas regarding potential priorities from a broad cross-section of the community as well as Regional staff. The information collected will be summarized and provided to Council in the next stage of the planning.

Stage 2: Developing our Strategic Objectives and Actions – Feb 2011 – April 2011

Stage 2 involves one or more strategic planning sessions with Regional Council. Based on the input and ideas collected in Stage 1, Council would have the opportunity to identify high-level strategic objectives for the 2015-2018 term. The development of strategic objectives will be coordinated and aligned with the results of the Regional Service Review, which will be available as a set of draft recommendations by this time period. Based on the strategic objectives, staff will draft priority actions for Council’s consideration. The goal will be to present a draft of the 2015-2018 Strategic Plan to Council in June, 2015.

Stage 3 – Identifying Progress Indicators for Actions – July 2015 – August 2015

Stage 3 will involve the development of the progress indicators and the process to monitor progress on all of the actions over the next four years. An evaluation of the software to track progress of strategic plan actions will also be conducted.
Stage 4 – Communication and Implementation – July 2015 - ongoing

Stage 4 will ensure that the plan is communicated to community partners, stakeholders and staff. A detailed communications plan will be developed that takes advantage of Regional communications resources, orientation and training of staff, corporate alignment efforts, partnership development, and dissemination of the Strategic Plan to the community.

Corporate Strategic Plan:

The corporate strategic planning process identified in this report provides a framework to ensure effective and efficient governance, which recognizes and responds to the needs of the community through the priorities identified by Council.

Financial Implications:

The financial implications of the Strategic Plan actions are addressed during the normal budget process and in individual program budgets.

The costs to undertake the activities for the proposed 2015 – 2018 planning process can be accommodated within existing budgets.

Other Department Consultations/Concurrence:

All Regional Departments have been involved in providing progress updates to the accomplishments outlined in this report.

Attachments:

Appendix A. Status Update on each of the 2011-2014 Strategic Plan Action Items

Prepared By: Lorie Fioze, Manager, Strategic Planning and Strategic Initiatives

Approved By: Michael L. Murray, Chief Administrative Officer
Appendix A. Status Update on each of the 2011-2014 Strategic Plan Action Items

Focus Area 1: Environmental Sustainability: Protect and enhance the environment.

Clean air, water, land and green spaces are critical to keeping Waterloo Region healthy, sustainable and livable. The Region of Waterloo will consider the environment in all of its decisions and will work with area municipalities and other community partners to foster community stewardship of the natural environment.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status Update</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1 Integrate environmental considerations into the Region’s decision-making.</strong></td>
<td><strong>1.1.1 Develop and implement an integrated funding program to support community based environmental initiatives.</strong> Since its inception in 2011, the Integrated Community Environmental Fund (CEF) has provided a total of $430,000 in grants for 75 projects with a total leveraged value of almost $1.7 million. In 2014 the CEF awarded nearly $115,000 to 21 qualifying projects. These included eight school greening projects, renewing tree canopies on the TransCanada Trail, and expanding a community garden project at the House of Friendship. An ongoing focus of the Fund includes planting trees in schoolyards, along trails, on public lands and private properties. The Fund also supports other environmental initiatives, such as controlling invasive non-native species, promoting sustainable local food production, restoring natural areas and environmental research projects.</td>
</tr>
<tr>
<td><strong>1.1.2 Implement the Region’s green purchasing initiative to promote and encourage the use and purchase of environmentally responsible products.</strong></td>
<td>This ongoing initiative to improve environmental performance through responsible procurement has resulted in the establishment of the Green Procurement Guide to help educate staff on environmentally responsible purchasing. A standing task force has been established and meets three to four times a year to review the progress of the initiative and make recommendations.</td>
</tr>
<tr>
<td><strong>1.2 Reduce greenhouse gas emissions and work to improve air quality.</strong></td>
<td><strong>1.2.1 Implement the Action Plan to reduce greenhouse gas emissions from Regional operations.</strong> Greenhouse gas emissions have been reduced by 15% in the first two years of the plan implementation. Staff recommended a more aggressive target of 10% below 2009 emission levels by the year 2019, and Council adopted the new targets in October, 2013. This new target factors in expected increased demand for infrastructure/services as the community population continues to grow. This increase is anticipated to be largely offset by various specific identified actions within the plan which have a good likelihood of being implemented between 2014 and 2019. The updated plan and more aggressive target also incorporate the expected benefits from completing and implementing the (currently pending) Corporate-wide Asset Management and Corporate Energy Plans (the latter required under Ontario’s Green Energy Act).</td>
</tr>
</tbody>
</table>
### Actions | Status Update
--- | ---

**1.2.2** Assist in development and implementation of a Community Greenhouse Gas (GHG) Action Plan and Reduction Target. | Significant stakeholder consultation was conducted during the creation of the Community Greenhouse Gas Reduction Plan. The Plan was unanimously approved by Regional Council and the three local Cities with a 6% emission reduction target. All involved parties will continue with the collaborative multi-stakeholder approach to implementing the action plan and will be establishing a Leadership Committee this Fall for this purpose.  

**1.2.3** Develop an Energy Reduction Plan for Water and Wastewater facilities. | A five year energy plan has been developed for water and wastewater treatment facilities. The plan focuses on energy audits and studies that will lead to the development of business cases (i.e. costs, savings, payback) for the planning and implementation of conservation and demand management projects. Planned audits and studies include:  
- Water Distribution Optimization Studies  
- Preliminary & Detailed Engineering (Process Energy) Studies  
- Building Automation & Control (HVAC/Lighting) Audits  
- Power Monitoring System Development & Integration into SCADA  
As business cases for conservation and demand management projects arise from these studies, feasibility will be evaluated and the projects added to the plan. Projects involve equipment upgrades, modifications or replacements as well as operational control strategies and process optimization.  

**1.2.4** Pilot test technology to reduce idling in Regional fleet. | Along with an anti-idling protocol, the Region is now running a Pilot project to test anti-idling technology within the Regional fleet. Various implementation challenges have delayed this initiative at the operational level over the past year, however the anti-idling technology is now installed, and a business case analysis is currently underway with a final report on findings expected in October or November of 2014.  

**1.3. Reduce the amount of waste going to landfill.**

**1.3.1** Develop the Waste Management Master Plan including the evaluation of alternative disposal technologies (e.g. energy from waste) and considering additional materials for recycling. | A new Waste Management Master Plan (WMMP) was undertaken to document the current status of the Region’s waste management practices, programs, operations and facilities. The Plan was approved by Council in November 2013, and provides projections of future diversion rates, residual waste generation volumes, and establishes a preferred waste management strategy that is aligned with the current planning, regulatory and technical context. The preferred strategy targets three primary and complementary areas of focus, and includes the following recommended actions:  

- **Diversion**  
  - Consideration of curbside collection policy changes to increase diversion (e.g. bag limits, biweekly garbage collection, standardized Regional residential waste collection), and consider “user pay” options (e.g. bag tags). - Sue White to provide further details  

- **Residual Waste Management**  
  - Further investigate thermal technology options. A study to examine the feasibility of implementing thermal treatment with energy recovery is currently underway, with a targeted completion date of Q2 2015  
  - Continued pursuit of opportunities with the Water Services Division to
<table>
<thead>
<tr>
<th>Actions</th>
<th>Status Update</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Actions</strong></td>
<td><strong>Status Update</strong></td>
</tr>
<tr>
<td>maximize inherent synergies for processing and disposal of residual waste and biosolids.</td>
<td><strong>Planning</strong></td>
</tr>
<tr>
<td>• Adopted a waste hierarchy that includes “Recovery” as the 4th R and consideration recovery of energy and resources above waste disposal.</td>
<td><strong>Planning</strong></td>
</tr>
<tr>
<td>• Established an inter-municipal working group to explore potential partnership opportunities for both diversion and residual waste management.</td>
<td><strong>Planning</strong></td>
</tr>
<tr>
<td><strong>1.3.2 Evaluate and consider enhancements to the Green Bin/Green Cart Program.</strong></td>
<td>The new 2013 Waste Management Master Plan includes as a first priority area of focus, direction to pursue curbside collection policy changes to increase organic and recycling diversion (e.g. bag limits, bi-weekly garbage collection, and standardized Regional residential waste collection). The Plan is to also consider “user pay” options (e.g. bag tags). A report to Council will be forthcoming in the spring of 2015 with options for Council direction. Green bin promotion and education will continue through various media, such as print, social media, events and door-to-door discussions and thank-you packages. Recent audits highlighted that households that participate in the green bin program set out 25 per cent less waste each week. In 2012, as a direct result of the Green Bin program in Waterloo Region, over 5,000 metric tonnes of GHG emissions were reduced.</td>
</tr>
<tr>
<td><strong>1.4 Protect the quality and the quantity of our drinking water sources.</strong></td>
<td>The Region of Waterloo completed a Master Plan for wastewater treatment within the entire Region in 2007 which called for upgrades to both the Waterloo and Kitchener Plants. The Waterloo Plant upgrade will improve effluent quality for the Grand River and maintain reliability by replacing aging equipment at the plant.</td>
</tr>
<tr>
<td><strong>1.4.1 Complete the Wastewater Treatment Plant Upgrades in Kitchener &amp; Waterloo to improve effluent quality and reduce impacts on the Grand River.</strong></td>
<td>Current contract completion for the Waterloo Plant - 95%. The Kitchener WWTP upgrades and new treatment plant are high-priority projects for the Region to improve water quality in the Grand River. A phased approach for upgrades to the Kitchener WWTP has been recommended in the Wastewater Treatment Master Plan (WWTMP) update. The Kitchener WWTP Upgrades will include multiple construction contracts. To date, work on 6 contracts has been completed at a cost of $97 million. The upgrades completed to date have reduced ammonia concentrations in the plant effluent by 80%. Further upgrades with a total budget of $300 million will be completed over the next 10 years and will result in further effluent quality improvements. Current completion for Kitchener - 25%.</td>
</tr>
<tr>
<td><strong>1.4.2 Integrate the Provincial Water Protection Strategy &amp; Regional Source Protection Plan to minimize the risk of historic,</strong></td>
<td>The Clean Water Act requires municipalities and conservation authorities to develop a source protection plan to protect municipal drinking water supply sources. The Region of Waterloo opted to take the lead in the development of policies for the Region building on our existing Water Resources Protection Strategy. Following the initial year of Plan implementation, full integration (staffing and capital budgets) of the two programs will have been completed.</td>
</tr>
<tr>
<td><strong>A report was presented to Regional Council in August 2012 approving final</strong></td>
<td><strong>A report was presented to Regional Council in August 2012 approving final</strong></td>
</tr>
<tr>
<td>Actions</td>
<td>Status Update</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>existing and future land uses on municipal water supplies.</td>
<td>draft policies sent to the Source Protection Committee for inclusion in the Plan including cost implications and staffing requirements and updated implementation costs were included in the Approved 2013 Water Capital Budget. Development of the Risk Management Official and Inspector processes to implement the plan are on-going with a report to Regional Council in August 2014 delegating responsibility for designating Official/Inspectors. Comments on the Proposed Plan were received from the Ministry of the Environment on August 2014. Approval of the Proposed Plan by MOE anticipated to be delayed till end of 2015. The Region initiated a review of the Regional Water Resources Protection plan process, scheduled for September 2014.</td>
</tr>
<tr>
<td>1.4.3 Update and continue to implement the Water Efficiency Master Plan.</td>
<td>The Water Efficiency Master Plan 2015 - 2025 was approved by Council on June 4, 2014 following a public consultation. The goal of the Plan is to continue to deliver existing and proposed new programs with approximately the same annual budget as current programs. Targets include the following: defer a Great Lakes pipeline indefinitely; decrease residential per capita water use from 202 to 165 litres per day; reduce cumulative drinking water usage by 1,370 million litres per year; and avoid the release of a cumulative 7,700 tonnes of greenhouse gases. Water conservation and efficiency efforts are working; between 2000 and 2013 water consumption decreased by 9% while the service population increased 26%. This has allowed the Region to defer (perhaps indefinitely) the need for a water supply pipeline.</td>
</tr>
<tr>
<td>1.5 Restore and preserve green space, agricultural land and sensitive environmental areas.</td>
<td>The finalisation of the Greenlands Network Implementation Guideline has been held up by the fact that the implementing policy in the Regional Official Plan is under appeal to the Ontario Municipal Board (O.M.B.) along with all the rest of the Regional Official Plan. Once the appeals are resolved, we can approve the Guidelines promptly.</td>
</tr>
</tbody>
</table>
### Actions | Status Update
--- | ---
**1.5.2** Complete operating plans for all Regional Forests. | Since Council approval of the Regional Forest Management Plan in 2006, detailed Operating Management Plans for the respective Regional Forests and other Regionally-owned woodlands have been prepared, approved by Council, and implemented. By mid-2012, a major forest management project was completed in the Doon Regional Forest in collaboration with the Waterloo Stewardship Network. In the past months, the Operating Management Plans for the Macton, Townline, and Hilborn Regional Forests were reviewed by Ecological and Environmental Advisory Committee (E.E.A.C.) and approved by Council for implementation over the coming months. Recently, an additional Plan was approved and another is currently under review by the Ecological and Environmental Advisory Committee. This work is in addition to the ongoing maintenance of the Regional Forests which entails the removal of hazard trees and routine trail maintenance.

**1.5.3** Foster partnerships to promote and protect Waterloo Region’s environmentally sensitive lands (e.g. rare Charitable Research Reserve, Grand River Corridor, Conservation Easements, potential land trust, etc.) | In 2011, the Community Environmental Fund was established incorporating the former Environmental Stewardship Fund. Environmental Stewardship and Environmental Sustainability Fund grants were approved by Council in 2011-13. In 2014 only Environmental Stewardship grants were approved. Many diverse projects have now been completed. A call for Stewardship proposals will be issued in October, 2014.

Staff have researched the establishment of developing a Land Trust and in May of 2014, Council authorized Community Planning to hold a community forum to explore the potential of creating a community-based land trust. The forum is scheduled for October 4, 2014.

Staff continue to identify opportunities for new conservation easements through the development approvals process. In 2014, four new Conservation Easements were registered on conservation properties in Cambridge and North Dumfries Township.
### Actions

1.5.4 Work in partnership with various stakeholders to develop policies, and programs to provide shade (e.g. tree canopy) in our communities.

### Status Update

Several initiatives have come to light following consultations with local municipalities and school boards to encourage the development of shade policies to protect the public from harmful ultraviolet radiation and to realize the social, environmental and health benefits from trees.

- The Waterloo Region District School Board passed a “Sun Safety and Shading” policy in January 2012 that recognizes the strategic provision of shade and the inclusion of shade in facility design.
- The City of Waterloo Official Plan cites shade a number of times.
- The City of Cambridge Official Plan also cites shade in a number of locations, considering shade in Urban Design Guidelines and Studies and encouraging shade in the public realm in Parks and Open Space. The City is in the process of developing an Urban Forest Plan to manage, improve, and increase the benefits and quality of life from healthy trees (including shade).
- The City of Kitchener Official Plan includes shade throughout.

Internally at ROW, a scan of shade policies and practices was conducted in the Planning, Housing and Community Services department. Opportunities to increase shade on regionally owned properties and land under the influence or jurisdiction of the Region were presented and the department has made recommendations for moving forward.
**Focus Area 2: Growth Management and Prosperity:**

Manage growth to foster thriving and productive urban and rural communities. Managing and shaping growth to maintain rural and urban harmony is key to fostering individual and community well-being. The Region of Waterloo is implementing a Growth Management Plan and will work in partnership with the community and area municipalities to cultivate a vibrant region that is globally competitive, supports a diverse and prosperous economy, preserves heritage and creates spaces that maintain quality of life for people of Waterloo Region.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Encourage compact, livable urban and rural settlement form.</td>
<td></td>
</tr>
</tbody>
</table>
| **2.1.1 Implement a sustainable Brownfield Program to promote the redevelopment of previously contaminated sites.** | All facets of the Brownfield Financial Incentive Program (BFIP) are being implemented. We have partnerships with the cities of Cambridge, Kitchener and Waterloo and are considering the expansion of the program to include Tax Increment Financing and non-brownfield Tax Increment Grants. Successes of the program include:  
  - 36 Grant applications approved by the Region since 2006:  
    - 20 Phase 2 ESA Grants ($534,053)  
    - 7 Regional Development Charge Exemptions ($9,867,820)  
    - 9 Joint Tax Increment Grants ($14,623,097 - Regional Portion Only)  
    - 989 New residential units created  
    - 996,809 Square feet of new non-residential floor area  
    - 185.5 Million dollars combined assessment increase |
<p>| <strong>2.1.2 Work with area municipalities to develop and implement a comprehensive strategy to promote intensification and re-urbanization within existing urban areas.</strong> | In May 2012, Regional Staff outlined the contents of the Regional Re-urbanization Toolbox. Building on this toolbox, Staff is working with the Area Municipalities to develop a comprehensive Re-urbanization Strategy for Waterloo Region. This Strategy will assist in the implementation of several key policy directives, including the Growth Plan for the Greater Golden Horseshoe (2007) and the new Regional Official Plan (2009). There are several immediate next steps that will be undertaken to further the development of the more comprehensive re-urbanization strategy. The award winning Central Transit Corridor Community Building Strategy was endorsed by Council in December, 2013. This key document will guide the future preparation of Station Area Plans by the Area Municipalities. Other key initiatives include the creation of the Re-urbanization Community Advisory Panel and the review of the Brownfields Financial Incentive Pilot Program. Coordination and consultation with Area Municipal partners is ongoing. |
| 2.2 Develop, optimize and maintain infrastructure to meet current and projected needs. |                                                                                                                                                                                                             |
| <strong>2.2.1 Continue to prioritize and implement capital program projects required to meet community needs and ensure</strong> | Transportation and Environmental Services (TES) is responsible for implementing capital projects and investment in the Region’s infrastructure needs. Projects are managed by the Design and Construction Division, which continues to provide delivery of high quality facilities generally within financial and scheduling objectives of the TES Capital Programs. Implementation of TES Capital Projects is an on-going mandate of the Design |</p>
<table>
<thead>
<tr>
<th>Actions</th>
<th>Status Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>sustainability.</td>
<td>and Construction Division and involves managing projects during the Class Environmental Assessment, detailed design and construction phases. Projects are designed to meet the needs of the community while mitigating adverse impacts to both the social and natural environments. The TES 10-year capital programs contain over 500 projects with a total budget of $2.4 billion.</td>
</tr>
</tbody>
</table>
| 2.2.2 Develop and implement a comprehensive asset management strategy to achieve optimal long-term value from regional infrastructure. | The Transportation and Environmental Services (T&ES) Asset Management Implementation project was initiated in 2011. Shortly after that, the project grew to be a Corporate Asset Management Initiative as Facilities Management and Fleet Services joined, developing their building and vehicle asset management plans together with T&ES. The development of all the strategies is now complete and the implementation of these strategies is underway. Some of the key items completed, included reviewing all existing processes and identifying areas for improvement, and developing:  
  • Policies and framework.  
  • Performance management and continuous improvement plan.  
  • Asset registry and data standards.  
  • Asset management computer application (work management and decision support systems) implementation strategy.  
  • First asset management plan.  

By undertaking this work, the Region has moved towards all affected business units and operating areas taking a common approach to asset management as it relates to level of service, risk, capital, renewal and maintenance planning. Other benefits include well understood asset improvement priorities and overall status of the condition and improvement needs now and in the future. |
<p>| 2.2.3 Complete the Regional Development Charge By-law Review and Update. | The Regional Development Charge (RDC) bylaw was approved June 27, 2014. Regional Council approved the Development Charge Background Study (March 2014) including the capital program contained in the study, and after careful consideration of input provided by the public and stakeholders, Council approved the Regional Development Charges By-law. Some of the provisions in the By-law include: The new By-law extends the period of time for eligible redevelopment and brownfield credits from 5 years to 7 years; Staff are to monitor the development charge collections and capital program expenditures and report back annually on any shortfalls to assist Council in determining the sufficiency of the rates established under the Development Charge by-law, with the first report no later than fall 2015. |
| 2.3 Support a diverse, innovative and globally competitive economy.      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 2.3.1 Advance New East Side Employment Lands toward Development        | The Region of Waterloo, City of Cambridge and Grand River Conservation Authority, in conjunction with the City of Kitchener and Township of Woolwich, are working together to complete the background work needed to advance the development of the East Side Stage 1 Lands for employment uses. East Side Lands (Stage 1) Master Environmental Servicing Plan (MESP) was approved by |</p>
<table>
<thead>
<tr>
<th>Actions</th>
<th>Status Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3.2 Continue to identify and support partnership opportunities that foster innovation and economic development (e.g. post secondary institutions, technology, manufacturing, food processing, etc.)</td>
<td>The Region continues to provide financial support to various organizations that promote economic development, including Canada’s Technology Triangle (CTT), Waterloo Region Tourism Marketing Corporation (WRTMC), Creative Enterprise Initiatives (CEI), and Communitech. The Region is also involved in a number of ongoing collaborative initiatives with the University of Waterloo, Wilfrid Laurier University and Conestoga College, including the “Smart Region” initiative which brings together public and private sector partners to undertake various research, technology and innovation projects. The region is also working with Communitech to promote innovative uses of information technology within Regional programs.</td>
</tr>
</tbody>
</table>
| 2.3.3 Strengthen the coordination and implementation of economic development activities by clarifying the roles and responsibilities of the Region, area municipalities and other key stakeholders (e.g. Canada’s Technology Triangle). | In 2012 the Region and area municipalities jointly engaged a consultant to evaluate and identify ways to improve the current approaches to economic development in Waterloo Region. Based on recommendations from their report, the Region along with Area Municipalities, stakeholders, community leaders and representatives from Canada’s Technology Triangle (CTT) worked together to develop a region-wide strategy to attract investment and strengthen economic development activities in Waterloo Region. In August, 2014 Regional Council approved a number of recommendations related to economic development, including approval in principle of the first-ever Waterloo Region Economic Development Strategy as well as the creation of a new Waterloo Region Economic Development Corporation. Other recent actions to improve the Region’s focus on Economic Development include:  
  - Establishing an Office of Economic Development within the Region, and hiring a Manager of Economic Development;  
  - Requesting the Province to add the Region of Waterloo to the list of Upper-tier Municipalities assigned “non-exclusive” legislative authority to participate in the “Acquisition, development, and disposal of sites for industrial, commercial and institutional uses.”(i.e. to allow the Region to participate in the development of “employment lands”);  
  - A Master Environmental Servicing Plan (MESP) and Community Plan were created for the “east-Side” employment lands - a significant milestone in the development of “market ready” employment lands in the East Side, and;  
  - Evaluation continues regarding the establishment of a Special Purpose Corporation (SPC) for the purchase, holding and sale of strategic employment lands in Waterloo Region. |
<table>
<thead>
<tr>
<th>Actions</th>
<th>Status Update</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.4 Promote and enhance arts, culture and heritage.</strong></td>
<td></td>
</tr>
<tr>
<td><strong>2.4.1 Work with the Creative Enterprise Enabling Organization, area municipalities and others to strengthen the arts and culture sector.</strong></td>
<td>Through the 2012 budget, Regional Council allocated $33,000 to the Creative Enterprise Institute (CEI) for investment in the cultural sector. This has been matched with private sector funding, which has helped to fund the provision of low-rent working spaces for artists in Waterloo. The amount was increased to $40,000 in 2013, and $41,000 in 2014. In consultation with CEI and the Area Municipalities, Council approved funding for core cultural organizations and established continuity of funding for these organizations until 2015. A collaborative data gathering/reporting project involving CEI, the Area Municipalities and ArtsBuild Ontario has been completed. Discussions regarding improvements to the allocation of funds are ongoing.</td>
</tr>
</tbody>
</table>
| **2.4.2 Provide opportunities to optimize the use of Regional cultural facilities, with a focus on the new Waterloo Region Museum.** | The Waterloo Region Museum has developed marketing strategies and implementation plans for specific growth markets including:  
- Curriculum-based education programs;  
- Casual visitation from within Waterloo Region;  
- Ontario travel and tourism within a two hour drive of Waterloo Region, and;  
- Inbound travel via the group tour market.  
Promotion of the museums and events is actively pursued through the media and with Waterloo Regional Tourism Marketing Corporation (WRTMC) and the Creative Enterprise Institute (CEI). Cross-promotion of area museums, galleries, cultural organizations and tourism infrastructure (e.g. hotels) has also been developed.  
Many highlights marked the 2013 and 2014 seasons at the Waterloo Region Museum. Most notably attendance at Waterloo Region Museum reached almost 90,000 people, an increase of 30 per cent as compared to 2012. Museum membership rose by 300 per cent to more than 900 family and individual memberships. The museum now participates in reciprocal admission programs for museum members with 11 museums and historic sites across Ontario.  
The museum also coordinated Passport To Play, a campaign promoting tourism in Waterloo Region by encouraging visits to 11 museums, art galleries and attractions across the community. In addition to the participating facilities, the partnership included the Waterloo Regional Tourism Marketing Corporation, ArtWorks and the Waterloo Region Record.  
The attendance and earned revenues in 2013, and as projected in 2014, meet the projected outcomes forecast in the Waterloo Region Museum Business Plan prepared in 2007. |
<p>| <strong>2.4.3 Establish a Regional Heritage Conservation Toolbox.</strong> | The Heritage Planning Advisory Committee (HPAC) has investigated various tax supported funding tools available to support heritage conservation in Waterloo Region and recommended the Waterloo Region Heritage Foundation (WRHF) grants as the best option. HPAC will help to promote and educate the public about the WRHF grants. |</p>
<table>
<thead>
<tr>
<th>Actions</th>
<th>Status Update</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The Cultural Heritage Landscape Implementation Guideline was endorsed by Council in 2013, and several Area Municipalities have used the Guidelines to identify and designate CHLs. The Implementation Guidelines for Regionally Significant Heritage Resources and Archeology are under development.</td>
</tr>
<tr>
<td></td>
<td>Identification of regionally significant heritage resources is on-going and to date, bridges and public buildings have been assessed. A Heritage Conservation Toolbox webpage has been created on the Region’s website, to consolidate these and other heritage information resources; of particular benefit is the collaboration with the Architectural Conservancy of Ontario (ACO) North Branch to produce renovation tip sheets and lists of contractors.</td>
</tr>
</tbody>
</table>
Focus Area 3: **Sustainable Transportation:**
Develop greater, more sustainable and safe transportation choices.

The transportation system will help balance cultural, economic, environmental and social issues to ensure Waterloo Region continues to be a great place to live and work. The transportation system will offer accessible and affordable choices for moving people and goods in a safe, integrated and seamless manner which will support a sustainable and thriving community for current and future generations. The Region is implementing a Transportation Master Plan: Moving Forward to 2031 that defines how the transportation system will grow and change in the coming decades.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status update</th>
</tr>
</thead>
</table>
| 3.1 Implement a Light Rail Transit System in the Central Transit Corridor fully integrated with an expanded conventional transit system. | Planning for the rapid transit project began in the 1970's when it was first identified in the Regional Official Plan as a vehicle to fundamentally shape Waterloo Region for the future, helping to move people, limit sprawl, encourage intensification and protect the environment. Over this term of Council there have been many milestones achieved and the project is now at a point where detailed design, construction and implementation are becoming a reality. 

In June 2011 Regional Council made the decision to implement Light Rail Transit as the choice for rapid transit in two stages following six years of technical studies and an extensive, unprecedented public consultation process. Stage 1 includes LRT from Kitchener to Waterloo as well as adapted Bus Rapid Transit (aBRT) from Cambridge to Kitchener. Stage 2 will see the aBRT route converted to LRT, creating a 37 kilometre route of LRT across the three urban centres. In an effort to increase ridership south of the transit terminal at Fairview Park Mall, Regional Council approved the allocation of $1 million per year for 10 years to enhance ridership and encourage development along the aBRT corridor in Cambridge.

The brand name ION was approved on May 8th, 2013 by Regional Council as it emerged as the most preferred option during the first phase of the Region’s public consultation process, registering strong first impressions and positive word associations. Five months later, an official logo for ION was approved.

In February, 2012, the Region decided to use a pubic-private partnership approach to implement ION Light Rail Transit and undertook a rigorous procurement process to select a partner. In March 2014 Regional Council approved GrandLinq as the Preferred Proponent to design, build, finance, operate and maintain the Stage 1 LRT Project.

ION construction is currently underway along the ION adapted bus rapid transit (aBRT) corridor, and along the ION light rail transit (LRT) corridor. Currently the ION LRT is on-time and within budget. Stage 1 of the LRT Project is projected to be completed by 2017.
<table>
<thead>
<tr>
<th>Actions</th>
<th>Status update</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3.1.2 Expand the bus network (Conventional Transit) and begin to integrate it with the future Light Rail Transit System.</strong></td>
<td>A redesign of the bus network to integrate with the Light Rail Transit (LRT) System began during the development of the Regional Transportation Master Plan (RTMP), and was approved in June 2010. The comprehensive redesign of the transit network is based on a series of express corridors that connect with rapid transit. The GRT 2011 – 2014 Business Plan, approved February 8, 2012 determined the business requirements necessary to implement key express corridors and local service changes that would integrate the bus network with the approved LRT and aBRT services. In September 2011, the “201 Fischer-Hallman iXpress” was the first express route implemented from the redesign of the network and was subsequently extended to Conestoga Mall in 2013. In September 2013, the east-west “202 University iXpress” was implemented along with associated local route changes. The “203 Maple Grove iXpress” was implemented in April 2014 between the Cambridge Centre and Sportsworld, and will be extended to Conestoga College in September 2014. Planning is now underway for the “204 Highland/Victoria iXpress” which, subject to Regional Council approval, would be implemented September 2015. Planning and design for the integration of conventional bus and LRT was completed in 2013. New or modified bus stops will be constructed with the LRT project, and work continues on key transit passenger facilities including at the University of Waterloo, Fairview Park Mall and Cambridge Centre. A new GRT Business Plan will be developed in 2015 that will include a review of proposed route designs and priorities for express corridor implementation before completion of the LRT system. Data from the new Transportation Tomorrow Survey (TTS), will be used to update the redesigned network.</td>
</tr>
<tr>
<td><strong>3.1.3 Develop and implement programs to improve access to and awareness of public transit (GRT and Mobility Plus).</strong></td>
<td>The Travel Training Program is underway. The Training program provides information and travel skills to the public who have real or perceived barriers to learning to ride the bus independently. Phase 1 focused on MobilityPLUS customers &amp; New Canadians in 2013, while Phase 2 focused on Seniors, Students and people living with disabilities that are not eligible for MobilityPLUS in 2014. Using a variety of training methods including presentations, on-line training videos, mobility device orientations, one-to-one travel training for people who have difficulty learning, familiarizations on new services, and train the trainer workshops for local agency employees and volunteers that work with these populations. These activities will ensure that users of the service develop a high level of comfort and safety when accessing and travelling on GRT.</td>
</tr>
<tr>
<td><strong>3.2 Develop, promote and integrate active forms of transportation (cycling and walking).</strong></td>
<td>The Active Transportation Master Plan, entitled ”Walk Cycle Waterloo Region” will guide the implementation of cycling and walking in the Region for the next 20 years. This plan will help achieve the modal share targets for these modes set out in the Regional Transportation Master Plan (RTMP). The RTMP has a target of more than doubling the walking and cycling modes over the next 20 years on Regional roads. Walk Cycle Waterloo Region is a comprehensive</td>
</tr>
</tbody>
</table>
integrated and safe network of regional, local and off-road cycling and walking routes.

action plan that includes a “Green” policy chapter for the design and guidance of new pedestrian and cycling infrastructure. New cycling and pedestrian networks have been designed along with prioritization for implementation and financing strategies. A recommendation for a winter network, signage strategy, behavioural shift program, performance monitoring and pilot projects have also been included in the plan.

The plan has currently been tabled with Regional Council and staff has been given direction to use Walk Cycle Waterloo Region as a guiding document for Regional transportation infrastructure planning and construction. The next steps will be to create an implementation plan that includes priorities and funding strategies. It is expected that staff will bring the completed plan for approval to PWC and ratification by Council, by the end of May 2015.

3.2.2 Work with the community to develop and support a Transportation Management Association that would work with employers to encourage and support active and sustainable transportation.

The Transportation Management Association (TMA) was officially launched in partnership with the three cities, local businesses and post secondary institutions in January of 2012.

The TMA began with 14 member organizations in January 2012 and grew to 20 organizations by the end of 2013, exceeding expectations and reaching the pilot's membership limit. Regional Council has since continued the program and the TMA has grown to 26 organizations as of August 2014. Over 25,000 employees of these organizations are eligible for TMA services such as the GRT corporate discount transit passes and emergency rides home. The success of TMA memberships, combined with the growing services it offers employees, is continuing to generate significant interest from additional organizations. Staff expect this interest to continue in 2015 and are prepared to grow the TMA's membership to 40 organizations. Investigating how to double TMA membership without significantly adding resources.

3.3 Optimize existing road capacity to safely manage traffic throughout Waterloo Region.

3.3.1 Identify and address priority transportation bottlenecks to reduce road congestion and improve safety (e.g. roundabouts, queue jump lanes for transit, turn lanes at signalized intersections, etc.).

Staff is continually reviewing the Regional road network to identify specific areas where congestion/operational issues are occurring. These locations are prioritized on an annual basis and solutions are then developed and implemented. In 2013 staff initiated a project to assist in the identification of transportation bottlenecks through a GPS mobile phone traffic app and public participation. This project has been completed and locations were identified and reported to Council. A report will be presented to Council in 2015 which will identify remedial solutions and implementation strategy.

In 2013, staff reviewed 99 traffic signals in 5 control areas to optimize signal timing. As a result of this optimization, travel times were reduced by 14 percent, on average. Traffic signals are being reviewed at 98 locations in 2014 to optimize signal timing.
### Actions

<table>
<thead>
<tr>
<th>Status update</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3.3.2 Implement proven roadway safety strategies and education to enhance the safety of our roadways.</strong></td>
</tr>
<tr>
<td>The 2012 and 2013 annual collision reports were provided to Regional Council on September 2013, 2014 respectively. These reports identified specific roadway safety “countermeasures” for implementation at priority locations. A new education program related to roundabouts was released in 2012 and staff continue to promote the Region’s educational DVD on roundabouts. A pedestrian safety campaign was released in 2012 to mitigate pedestrian collisions during fall months as incidents tend to increase because of the decreased light conditions. Staff continually review the Regional road network to identify locations with unusual collision trends. Proven collision countermeasures will be considered at these locations and will be included in road projects that form part of the Region’s ongoing Transportation Capital Program.</td>
</tr>
</tbody>
</table>

### 3.4 Encourage improvements to inter-city transportation services to and from Waterloo Region.

| **3.4.1 Implement the multimodal transportation hub at Victoria and King Streets.** |
| The King/Victoria Transit Hub ("the Transit Hub") has been proposed as a central feature in the development of an integrated inter- and intra-city transportation system in Waterloo Region. The Region of Waterloo’s property acquisitions for the Transit Hub are complete, as are the Environmental Assessments for the King/Victoria Transit Hub and eventual closure of Waterloo Street. The Official Plan and Zoning By-law Amendment applications have been approved and are in effect for the Transit Hub, which include an urban design brief, noise and vibration study, and heritage impact assessment. The Preliminary Site Design and Station Area Access Plan, which provides a common foundation for the ongoing design process of the Transit Hub is also complete, as well as a market scoping and sounding analysis. This analysis indicates there is both a viable market for the proposed development if appropriately staged and reasonable interest from the private sector. Environmental clean-up of the site is on-going and will be finalized through the completion of a risk assessment in 2014 with the eventual remediation occurring in conjunction with construction of the Transit Hub. |

| **3.4.2 Actively participate in the Ministry of Transportation’s long term strategic plan for South Central Ontario.** |
| The Region has been collecting data required as for the Ministry of Transportation’s (MTO) long term strategic plan for South Central Ontario (Waterloo, Wellington, Brant) which will also supplement the Region of Waterloo’s travel forecasting model. The MTO will assign a project manager to continue this project, for which Terms of Reference must be developed. The strategic plan is expected to be completed by the Spring of 2015. Data collection for this study has been completed, with the following actions:  
- A survey of post-secondary students’ travel characteristics;  
- A passenger car Origin-Destination survey and traffic count/classification program on provincial highways and regional roads has been completed;  
- Data from a survey of commercial vehicles is also being analyzed.  
In 2014, Regional staff met with project partners to move forward on Terms of Reference for the Plan; however the MTO has not assigned a project manager to date. MTO also committed to identifying appropriate Metrolinx staff to contribute to the project. Regional staff have moved ahead and drafted of a Terms of Reference in anticipation of rapid progress once the external agency involvement has been secured. |
<table>
<thead>
<tr>
<th>Actions</th>
<th>Status update</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.4.3 Advocate for improved Rail service to Kitchener and Cambridge.</td>
<td>Regional advocacy for improved rail service is ongoing, and involves a variety of separate services including GO Buses, GO/VIA Trains to Kitchener, GO Trains to Cambridge, transit hubs, and high speed rail.</td>
</tr>
<tr>
<td></td>
<td><strong>GO Trains/VIA Trains: Kitchener Service</strong></td>
</tr>
<tr>
<td></td>
<td>GO Train service began on December 19, 2011 with two morning trains to Toronto Union Station and two evening trains returning to Kitchener. A co-fare has been implemented with GO Transit so riders can get a reduced fare on GRT buses. An average of 120 passengers board the 2 morning trains daily. Over twenty percent of GO Train riders use GRT routes to get to the station. A new parking area in front of the VIA station has been established.</td>
</tr>
<tr>
<td></td>
<td>The Provincial government has recently announced expanding the daily GO Train service to four trains in each direction and potential track work to improve travel times to Toronto by 2016. Full-day, two-way service has recently been announced as a option in the future by the Provincial government. In October 2012, VIA eliminated a morning train to Toronto as well as a later evening trip from Toronto and Regional staff continue to advocate having that service restored and enhanced.</td>
</tr>
<tr>
<td></td>
<td><strong>GO Trains: Cambridge Service</strong></td>
</tr>
<tr>
<td></td>
<td>The 2009 Cambridge to GTA Rail Passenger Feasibility Study identified the CP line to Union Station via Milton as the most promising routing option for future GO Train service to Cambridge. That study has been updated in partnership with the City of Cambridge and implementation alternatives have been examined, including conventional GO Train service and Diesel Multiple Units (DMUs). Regional and Cambridge City staff will implement an action plan involving further discussions with Metrolinx, CP Rail, municipalities along the Milton Line, and MPs/MPPs to encourage Metrolinx to initiate a study examining GO Train service to Cambridge as soon as possible.</td>
</tr>
<tr>
<td></td>
<td><strong>Transit Hubs</strong></td>
</tr>
<tr>
<td></td>
<td>In Kitchener, the completion of the Victoria Hub will further integrate GRT, GO Transit, VIA and other inter-regional modes of transportation. In Cambridge, the existing train station located on Malcolm Street near Water Street is a possible central Cambridge GO Rail station. This site and others will be considered for a multi-modal transportation hub as part of the Phase 2 LRT Transit Project Assessment for the Fairview Mall to Ainslie Street section, to be initiated as soon as possible.</td>
</tr>
<tr>
<td>Actions</td>
<td>Status update</td>
</tr>
<tr>
<td>---------</td>
<td>--------------</td>
</tr>
<tr>
<td>3.4.4 Support the growth of aviation-related activities at the Region of Waterloo International Airport, and investigate the potential for further expansion of the Airport.</td>
<td>Regional staff have developed airport marketing strategies to increase use of the existing services provided by the Airlines and businesses at the airport as well as attract new Airlines and businesses. American Airlines started their new non-stop service to Chicago in June 2012. The development of a new Airport Master Plan is well underway and is estimated to be completed by early 2015. Passenger traffic at the Region of Waterloo International Airport continues to grow with August 2014 being the busiest month on record. 14,196 passengers made the choice to “fly from home”. Year to date passenger numbers thru August have also increased by 8.3 percent with 97,332 passengers travelling through the Region of Waterloo International Airport. Loads on American Airlines, Westjet and Nolinor have grown significantly, and the number of passengers travelling through the air terminal building is projected to reach 145,000 by the end of 2014. Earlier this year the Region of Waterloo International Airport was ranked the 16th busiest Airport in Canada according to Statistics Canada Annual Aircraft Movement Statistics Report for 2013. Daily scheduled air service with connections to over 250 destinations in 40 countries from the Region of Waterloo International Airport is provided by: American Airlines offering twice daily non-stop service to Chicago; WestJet, offering daily non-stop service to Calgary; and Sunwing Airlines offering weekly direct service to Cancun, Mexico from December through mid-March.</td>
</tr>
</tbody>
</table>
Focus Area 4: **Healthy and Inclusive Communities:**
**Foster healthy, safe, inclusive and caring communities.**
The Region of Waterloo will work with community partners to take actions to reduce inequities and enhance community health, safety, inclusion and quality of life. The Region plans and provides programs and services to respond to the changing demographics and diverse needs of the community. This creates opportunities for people to develop to their full potential and to make a positive difference at all stages of life.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Work collaboratively to reduce poverty.</td>
<td>The Comprehensive Approach to Poverty Reduction has been developed to address poverty comprehensively across Regional departments and program areas to find sensible, innovative and lasting solutions for poverty reduction. An objective of the Comprehensive Approach is to maximize the Region's collective impact on poverty, recognizing that each department of the Region has a unique role to play in reducing poverty. Developed through a comprehensive consultation process, the Comprehensive Approach to Poverty Reduction was approved by Regional Council in December 2012. The Comprehensive Approach was shared across all departments of the Region and with community and government partners. A Leadership Team was established to monitor and guide implementation and a grant was secured to carry out the Developmental Evaluation for this initiative. Since implementation commenced in January 2013 early outcomes include:</td>
</tr>
<tr>
<td>4.1.1 Develop and implement the Region of Waterloo's comprehensive approach to poverty reduction.</td>
<td></td>
</tr>
<tr>
<td>- The development and dissemination of Poverty Myth Busters for Waterloo Region, staff stories about their roles, stories of people experiencing poverty and the development of key messages were shared through a comprehensive communication plan to raise awareness and change attitudes about poverty.</td>
<td></td>
</tr>
<tr>
<td>- Inclusive Language Guidelines were developed in partnership with the Diversity and Inclusion Strategy and have been discussed and disseminated in teams through a pilot project in Social Services, through corporate documents and web sites and have been included in the curriculum for the Region’s SAIL training program engaging staff in multiple departments and external community service providers in conversations about inclusive language.</td>
<td></td>
</tr>
<tr>
<td>- A Dialogue on Diversity was attended by 170 people to raise awareness about working poverty and the growing rate of precarious employment.</td>
<td></td>
</tr>
<tr>
<td>- Data was gathered on eligibility criteria used for programs across the corporation and will be used to address alignment between programs.</td>
<td></td>
</tr>
<tr>
<td>- An inventory of Regional programs and services that directly support people living in low income was developed with web links to assist with planning and help staff to make referrals across program areas.</td>
<td></td>
</tr>
<tr>
<td>- A Poverty Indicators report was developed to provide information on ten indicators related to dimensions of poverty and will provide valuable information to inform program planning, policies and decision-making in the</td>
<td></td>
</tr>
<tr>
<td>Actions</td>
<td>Status Update</td>
</tr>
<tr>
<td>---------</td>
<td>---------------</td>
</tr>
<tr>
<td></td>
<td>Region.</td>
</tr>
<tr>
<td></td>
<td>• Two Innovation Hubs were launched and will wrap up in the fall of 2014. The Hubs use design thinking to discover innovative ways to address two important dimensions of poverty - Affordable Public Transportation and Housing.</td>
</tr>
<tr>
<td></td>
<td>It is estimated that thousands of people have been informed about aspects of the Comprehensive Approach to Poverty Reduction and hundreds have been engaged in the process. A report on outcomes will be prepared in early 2015.</td>
</tr>
</tbody>
</table>

4.1.2 Continue to collaborate with community partners in broad based efforts to reduce poverty.  

The Region continues to participate in local initiatives to reduce poverty through the ongoing work of the Social Services Department. The implementation of the Canada Learning Bond and free income tax clinics for those living in low income are examples of where the Region has found opportunity for collaboration on the alleviation or reduction of poverty. The Region also continues to participate in a number of provincial and national networks and partnerships, the focus of which is the education of poverty including the Vibrant Communities Canada – Cities Reducing Poverty initiative involving over 54 cities across Canada in collaborating on poverty reduction initiatives.  

To demonstrate outcomes, in May 2013 the Region of Waterloo hosted two sign up sessions for the Canada Learning Bond (CLB) in Cambridge and Waterloo with the goal to increase the number of children enrolled in the program and help parents get a head start in saving for their child's education after high school. The events successfully enrolled seventy (70) children in the CLB in Waterloo Region, amounting to an initial deposit of $35,000 from the Government of Canada for these bonds with an additional maturity potential totalling $105,000 over the next fifteen years.  

4.2 Foster healthy living through information, education, policy development and health promotion.  

4.2.1 Work with community partners to improve harm reduction and prevention programming for substance misuse.  

In 2012-2013, Region of Waterloo Public Health established the Harm Reduction Coordinating Committee, which is comprised of representatives from over 15 community organizations. Work groups are now being established to develop action plans for each prioritized recommendation.  

In addition, Region of Waterloo Public Health introduced harm reduction program and service improvements in 2013 and 2014, including overdose prevention training in a local high school, and the provision of naloxone (a drug that reverses the effects of an opioid overdose) at Region of Waterloo Public Health clinics.  

In November 2012 Region of Waterloo Public Health held a Waterloo Region Integrated Drugs Strategy (WRIDS) forum to inform and engage community partners in substance misuse prevention. A WRIDS Prevention Coordinating Committee (PCC) comprised of 7 community partners was then formed to develop a multi –year action plan in 2013. From January 2013 to the present,
<table>
<thead>
<tr>
<th>Actions</th>
<th>Status Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>the PCC has met five times and accomplished the following:</td>
<td>The Waterloo Region Healthy Communities Partnership, coordinated by Public Health is part of a provincially mandated health promotion strategy that asks local community members to identify and advocate for local policy actions to improve health outcomes and reduce levels of chronic disease.</td>
</tr>
<tr>
<td>• Identified 10 WRIDS recommendations tied to the primary prevention of substance misuse.</td>
<td>In 2013, the Partnership’s projects focused on building on the success of the Official Plan and work done during 2012. The Waterloo Region Food System Roundtable used Partnership funds to hire a consultant to identify specific zoning and licensing bylaws that could be changed to encourage healthier eating. This resulted in a report being drafted, Planning for Food Friendly Municipalities, as well as community skill building workshops being established on how to advocate for favourable changes.</td>
</tr>
<tr>
<td>• Prioritized the 10 recommendations by reviewing potential impact, effort as well as community capacity.</td>
<td>Waterloo Region Active Living Network (WRALN) was also able to hire a consultant to engage physical activity service providers, organizations, decision-makers, and interested individuals in shaping WRALN’s physical activity promotion strategy. This culminated in their Blueprint for Physical Activity Action in Waterloo Region.</td>
</tr>
<tr>
<td>• Proposed that action take place over the next 3 years, beginning with those recommendations deemed highest priority</td>
<td>In the fall of 2013 the Waterloo Region Mental Health Work Group (working with the Partnership) held a community forum to engage with 75 community stakeholders at Kitchener City Hall. This was an opportunity for the public to share their thoughts and opinions on mental health promotion and avenues for favourable mental health policy related to healthy eating, physical activity, and inclusive communities.</td>
</tr>
<tr>
<td>• Recommended the formation of working groups, comprised of a diversity of community partners, to activate the prevention recommendations.</td>
<td>2013 also saw Partnership research carried out in local townships. The Wilmot Healthy Communities Coalition, and Woolwich Healthy Communities, developed local community profiles and policy recommendations specific to each township based on community consultations, reports on identified gaps in local service, and a review of existing policies.</td>
</tr>
</tbody>
</table>

4.2.2 Establish and co-ordinate a Healthy Communities Partnership in Waterloo Region to take action regarding three community identified priorities: healthy eating, physical activity, and mental health promotion.
<table>
<thead>
<tr>
<th>Actions</th>
<th>Status Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2.3 Plan and implement a Youth Engagement Initiative to inform and direct youth-based health promotion work.</td>
<td>Region of Waterloo Public Health works with a youth-led action group of volunteers called ‘Impact’, a group established in 2012. Youth volunteers engage and educate their peers about healthy living and positive change. Impact has 14 volunteers ranging in age from 14 to 21 who develop health promotion campaigns and events to engage other Waterloo Region youth on topics such as smoke-free movies and banning flavoured tobacco products. Impact’s campaigns and events focus on tobacco industry “de-normalization” and include efforts to raise awareness about tobacco industry marketing tactics specific to youth. From 2012 to 2014 the volunteers contributed over 2000 hours to the Impact program and participated in 10 community events. In January 2014, Public Health launched the Youth Ambassador Program. The Program pairs youth leaders with community organizations to support the planning and implementation of youth-led health promotion activities. Six youth engagement leaders were recruited and trained in youth engagement, facilitation and program planning. Youth engagement leaders have partnered with other youth from the YWCA and the YMCA in Cambridge to teach health promotion and the development of health promotion activity. In June, Public Health held the first health promotion activity with the YWCA. Girls from the YWCA participated in the Mayor’s Celebration of the Arts to promote positive body image through an art display to help educate teens and parents about media distortion of the female form. Youth interacted with over 150 people at this event. Youth participants in the program report that they are: • Thinking more about the future; • Able to change their community for the better; • Feeling an increased desire to stay in school, and; • In agreement that the program helped improved goal setting, program solving, time management, teamwork and leadership skills.</td>
</tr>
<tr>
<td>4.3 Enhance local health service delivery by optimizing Emergency Medical Services (EMS) delivery and collaborating with health care partners to support system change.</td>
<td>The Region of Waterloo is required to produce a Response Time Performance Plan (RTPP) as well as report on performance targets to the Ministry of Health and Long term care. The Region partnered with the University of Waterloo for data modeling, and has also relied on data and guidance from the Ministry of Health and Long Term Care in the development of a RTPP. As a result of the work and recommendations of the Response Time Working Group, the 2015 Response Time Performance Plan was approved by Council in August, 2014. Regular Emergency Medical Services (EMS) Quarterly Performance reporting is in place, and key performance measures will address how effective and efficient a program is at meeting specific objectives, priorities, and legislated mandates. The focus of this work is on quality and performance, with measurement being a means to provide information to help make decisions and better manage operations. Monitoring of these indicators over time will allow Region of Waterloo EMS to identify patterns and address the challenges</td>
</tr>
</tbody>
</table>
### Actions | Status Update
--- | ---
 | that arise.

Regular reports on Consolidated Dispatch are reported to Council, and the implementation of community-based Automated Emergency Defibrillators and training is ongoing.

Region of Waterloo EMS successfully met the requirements of the mandated Certification Review program and has been issued an Operating Certificate as a licensed ambulance service for 3 years beginning in 2013, with actions underway to ensure continual readiness for a 2016 Certification visit. Plans are underway to initiate a Master Plan update in 2015.

EMS response times have improved over the past several years. The new RTPP has been approved by Council and will take effect in January 2015. The following is our old 90th Percentile Response times since 2010:

- 2010: 12 Mins 12 Secs
- 2011: 12 Mins 17 Secs
- 2012: 11 Mins 54 Secs
- 2013: 11 Mins 08 Secs

As can been seen, the 90th Percentile dropped considerably in 2013 (46 seconds) This can be attributed to additional resources being added to the fleet and well as better management of offload delays and resource.

#### 4.3.2 Advocate and support health care system changes to reduce EMS offload delays in area hospitals.

Successful ongoing collaboration with the hospitals and CCAC has resulted in sustained improvements in offload delay. This work will need to be ongoing so we can continue to be vigilant. Significant gains have been made in the last 2 years.

EMS continues to work diligently with community stakeholders and especially the area Emergency Departments to try and reduce offload delay and return our resources to the road. The following chart will identify the 24 hour ambulance days lost to offload over the indicated year:

- 2010: 242.9
- 2011: 292.9
- 2012: 316.2
- 2013: 144.3
- 2014: 120.8 Year to date (January through August)

As can be seen from the data we continue to make strides in a positive direction and work to maintain the gains. We currently sit at almost 1/3 of the total offloads lost compared to the highest loss point in 2012.
### Actions | Status Update
--- | ---
**4.4 Enhance community safety and crime prevention.**

**4.4.1 Work with the Crime Prevention Council to develop an Integrated Drugs Strategy.**

The Waterloo Region Integrated Drugs Strategy (WRIDS) aims to prevent, reduce and/or eliminate problematic use of alcohol, prescription medication, and illicit substances. The Strategy was developed by a Task Force of the Crime Prevention Council that brought forward 99 recommendations. The report is a living plan and several recommendations were implemented prior to the actual launch of the implementation phase. These included efforts in removing barriers to calling 911 in overdose situations and community education during the withdrawal of OxyContin as a prescription medication.

Several community forums with a focus on the four pillars of the WRIDS (Prevention, Harm Reduction, Enforcement & Justice, Recovery & Rehabilitation) have taken place in order to ensure broad dissemination of the strategy as well as to engage relevant stakeholders in the implementation process. Each pillar is led by a Coordinating Committee dedicated to implementing the recommendations relevant to each focus area. A WRIDS Implementation Steering Committee has been established to oversee the implementation phase, including support to the four Coordinating Committees. The Harm Reduction Coordinating Committee is comprised of numerous stakeholders including members with lived experience. The Harm Reduction Committee is led through Public Health. The Prevention Coordinating Committee is in the process of building committee membership for prioritizing its recommendations in the near future. The Treatment and Recovery Committee hosted a first community forum to engage stakeholders in the implementation efforts.

The WRIDS Steering Committee has also submitted a proposal for funding over 5 years which would not only increase implementation capacity but also more deeply root the work in the community with the Crime Prevention Council remaining in a supportive role during the transition. Funding decisions are expected before the end of 2014.

**4.4.2 Work with the Crime Prevention Council to develop and implement the Street Gang Prevention Project.**

Federal funding through the National Crime Prevention Center for the street gang prevention project inReach ended on March 31, 2013 with Regional Council provided one time funding to extend the project to the end of December 2013.

Since closure of the inReach program, WRCPC has received numerous reports about challenges with disengaged marginalized youth. While inReach may not have been able to prevent these situations, the community has come to expect some level of intervention with youth through a comprehensive and integrated approach. In April 2014 over 120 people came together with the Crime Prevention Council to harness the knowledge from the inReach project expertise. Participants developed 13 recommendations, which were narrowed down to three action steps. Community partners and residents agreed to resurrect a group similar to the inREACH project advisory committee with the mandate of developing a region-wide strategy to engage marginalized youth.
and a first meeting took place in June 2014. Meanwhile, neighbourhoods and project partners are utilizing the experiences from inReach to prevent situations that put youth at risk of street gang involvement. These efforts are highly dependent on local and often grass roots energy. Further dialogue about possible resource options are planned.

4.5 Work collaboratively to increase the supply and range of affordable housing and reduce homelessness.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.5.1 Update and implement the Homelessness to Housing Stability Strategy.</td>
<td>The All Roads Lead to Home: The Homelessness to Housing Stability Strategy for Waterloo Region (the Strategy) update process began in early 2011 and concluded with the release of the Strategy in 2012 following extensive research and community consultation. The Strategy forms part of the Region's 10 Year Housing and Homelessness Plan as required under the Province's new Housing Services Act. With on-going support from the Housing Stability System Advisory Committee, Strategy implementation is underway and will continue beyond December 31, 2014. Two public forums have been held to promote the Strategy, support implementation, and capture progress and impact. A report for Council is being prepared over the fall that will provide a progress update, along with indicators, baseline measures, and targets for moving forward. Results from a review of the 205 activities identified in the Strategy’s 40 action areas show that 90% of action areas saw moderate or significant progress over 2011-2013. Examples of activities completed or underway include STEP Home exceeding the Council endorsed target to support 500 people experiencing persistent homelessness to permanent housing by 2013, implementation of the new provincial Community Homelessness Prevention Initiative (CHPI), release of the local Ending Family Homelessness Report, and implementation of the Family Shelter Diversion Pilot which, over the past year, has supported almost 200 families seeking shelter to either completely avoid a shelter stay or to significantly reduce their shelter stay through prevention and rapid re-housing efforts.</td>
</tr>
<tr>
<td>4.5.2 Update and monitor the implementation of the Region of Waterloo Affordable Housing Strategy prioritizing the creation of new supportive and lower income housing.</td>
<td>On October 29, 2008, Regional Council endorsed a new Affordable Housing Strategy (AHS) to help create at least 500 new units of sustainable affordable housing between 2008 and the end of 2013. As of December 2013, the Region had developed 513 units (103%) towards the 500-unit goal, including 373 affordable rental and supportive housing units (312 completed and 61 under development) and 140 affordable homeownerships. The 513 new AHS units bring the total number of affordable housing units since 2001 that the Region has helped to create to 2,062 units. There are still over 3100 households on the waitlist and the wait times are increasing as the Region has been designated as a center of growth in the province and supportive housing will continue to be an issue. A new Affordable Housing Strategy 2014-2019 was endorsed by Regional Council on June 4, 2014. The goal for the 2014-2019 AFH Strategy is to address the needs of at least 700 households. This will include the creation of 350 new units and renewing or renovating 350 existing units.</td>
</tr>
</tbody>
</table>
### Actions | Status Update
--- | ---
4.6 Collaborate with the community to support the development of services for children. | The Early Years centres in Waterloo Region and surrounding townships offer free programs and services for families and children ages 0 to 6 years. A new planning body was created to support the development of an Early Years Plan; the Children's Planning Table was formed in 2011 and has over 300 professionals listed as members. The Children's Planning Table is guiding the development of the Early Years System Plan over the next few years. The objectives of an Early Years System Plan are to:
- Develop goals and priorities that meet the needs of children.
- Collaborate with community partners to integrate services into one system that supports children and families.
- Maximize support and funding for the system.

A community engagement approach was taken to develop common understanding, common language, and clarify priority areas. In June 2013, two working groups were formed with Access and Service identified priority actions. In addition, two key activities in 2013/14 involved the development of a Child Well Being Data Dashboard and completion of a Parent Engagement strategy. Funding from the Hallman Foundation has been obtained to provide dedicated staff resources to support the community development work, and over 60 agencies are now engaged in shared planning. The staffing resources will help to move the work ahead at a steady pace and will eventually result in the completion of an Early Years Community Plan. The Children's Planning Table is now established as a key planning body for all early years services from pre-birth to age 12. The creation of a community plan and the work of the Children's Planning Table will extend beyond the term of the current Strategic Plan.

4.6.2 Work with the Boards of Education to implement the Provincial Early Learning Framework. | In October 2009, the Province announced that Ontario will proceed with implementation of a new Early Learning Policy Framework. The Province has identified that the first area of focus for implementation will be on the full day Early Learning Program (ELP) for four and five year olds. Local school boards will assume full responsibility for a full day early learning program for four and five year olds.

The Provincial vision of the Early Learning and Child Care System identifies Consolidated Municipal Service Managers in the role of planning, developing and administering local Early Years Service Plans as well as the system development of the Early Learning Policy Framework.

The implementation of full day kindergarten and before and after school care has been unfolding as originally intended in Waterloo Region. As of September 2013, 74% of all elementary schools in Waterloo Region will provide full day kindergarten as well as before and after school care in schools where sufficient demand exists. The program has been extremely successful and has vastly expanded availability of school age programs. The Region of Waterloo continues to work with Waterloo Region District School Board and Waterloo Catholic District School Board to plan for next phases of
<table>
<thead>
<tr>
<th>Actions</th>
<th>Status Update</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4.6.3</strong> Work with community partners to further streamline the process for identifying families of children at risk for poor child development outcomes and linking them to appropriate supports/programs.</td>
<td>The Ministry of Children and Youth Services (MCYS) released new Healthy Babies Healthy Children (HBHC) program guidelines and screening requirements on October 30, 2012. Sessions with key stakeholders (hospitals, health care providers, child welfare, and children’s planning tables) were held from November, 2012 to May, 2013 to share guidelines, the new HBHC screen, and to gather feedback on the plan for changes to the HBHC screening process and program. HBHC program changes were communicated to stakeholders and to the public in May and June 2013. The new HBHC screen was implemented in local hospitals and midwife services on April 1, 2013. Consultation with hospitals and health care providers to identify impacts of HBHC program changes were completed in 2013, and health care providers have been provided with information about how to refer to the Healthy Babies Healthy Children program if they have any concerns about risks for healthy child development. HBHC Post-birth Clinics continue for those identified as potentially at risk on the new HBHC screen. HBHC program self-referrals from families and referrals with family consent from health care providers and community service providers continue to be accepted through the Region’s Call Centre. Processes for referral between HBHC and specific community programs have been updated to facilitate a more seamless service for families moving between services. Access was identified as an area for focus for the Children’s Planning Table and work will continue beyond 2014 to address this priority through collaborative community planning. The potential for Healthy Babies Healthy Children screens to be completed through a coordinated access model has been identified. A recent Region of Waterloo organizational structure renew process has resulted in the Infant and Child Development and the Healthy Babies Healthy Children Programs being located within the same Division of Public Health as of November 3, 2014. This affords the opportunity to build on the collaborative work of these two programs and further streamline the screening, assessment and referral experience for families seeking appropriate child development services for identified needs during the prenatal and early childhood periods.</td>
</tr>
<tr>
<td>Actions</td>
<td>Status Update</td>
</tr>
<tr>
<td>---------</td>
<td>---------------</td>
</tr>
<tr>
<td><strong>4.7 Collaborate with the community to support older adults to live healthy, active lives.</strong></td>
<td>Council endorsed the Region of Waterloo Seniors' Strategy, which includes a variety of recommendations to support older adults. These actions will help ensure the Region of Waterloo continues to deliver our programs and services in an age-friendly manner. The strategy was developed by the Region of Waterloo Seniors' Advisory Committee, which consists of citizens, community partners and Regional staff and was endorsed by Regional Council in August of 2014.</td>
</tr>
<tr>
<td><strong>4.7.1 Work with area municipalities and community partners to develop a Seniors Strategy that actively supports the well-being of older adults.</strong></td>
<td>The Region of Waterloo Seniors Advisory Committee is an advisory committee established to advise and assist Council through Regional Staff regarding matters which have a direct or indirect impact on older adults. The committee provides a venue/forum for stakeholder and community input to improve the quality of Regional services for seniors. The committee also provides advice and feedback on policy, planning and services delivered by Seniors' Services and other Regional Divisions/Departments supporting seniors. Regional Council approved the Terms of Reference and appointed Councillor Haalboom as the Council representative for the committee in June 2011. Social Services requested further assistance from the area municipalities to recruit five citizen members for the committee in September 2011. Regional Council appointed the members to the committee in December 2011 and meets six times per year.</td>
</tr>
<tr>
<td><strong>4.7.2 Work with community partners to establish a Seniors Advisory Committee that will provide advice on planning and issues for older adult programs and services.</strong></td>
<td>The Waterloo Region Immigration Partnership is a comprehensive collaboration with local community stakeholders and the Region of Waterloo. This Partnership is responsible for developing and implementing strategies that facilitate successful settlement, integration and community engagement of immigrants and refugees in Waterloo Region. Staff from various departments within the Region participate actively within the Immigration Partnership and this ensures staff and community members are continually engaged in dialogue, which supports mutual learning and understanding of the needs of immigrants. A developmental evaluation was completed and recommendations implemented to ensure continuous improvement and enhancement to the partnership. A settlement systems-mapping process was conducted through the support of various departments within the Region. The results of this research helped inform funding applications for settlement services locally. The Region provides administrative and financial management support to the Partnership, and was successful in their applications to funders. The Immigration Partnership Council has recently reviewed their mandate, and revised the Community Action Plan which was launched in the Spring of 2014 and will guide the work of the Partnership going forward.</td>
</tr>
<tr>
<td><strong>4.8 Partner with the community to improve programs and services for immigrants/refugees.</strong></td>
<td></td>
</tr>
</tbody>
</table>
## Actions & Status Update

<table>
<thead>
<tr>
<th>Actions</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Among its other notable achievements are:</td>
<td></td>
</tr>
<tr>
<td>- Working in collaboration with the Social Planning Council, the</td>
<td></td>
</tr>
<tr>
<td>Community Information Centre of Waterloo and other community</td>
<td></td>
</tr>
<tr>
<td>partners to develop the Waterloo Region Settlement Services Directory</td>
<td></td>
</tr>
<tr>
<td>to reduce the settlement and integration difficulties experienced by</td>
<td></td>
</tr>
<tr>
<td>immigrants and refugees;</td>
<td></td>
</tr>
<tr>
<td>- Collaborating with the Homelessness and Housing Umbrella Group,</td>
<td></td>
</tr>
<tr>
<td>Canada Mortgage and Housing Corporation and Supportive Housing of</td>
<td></td>
</tr>
<tr>
<td>Waterloo to develop housing information sessions focused on</td>
<td></td>
</tr>
<tr>
<td>immigrants and refugees for 20 housing stability organisation</td>
<td></td>
</tr>
<tr>
<td>representatives and community members to address the need for more</td>
<td></td>
</tr>
<tr>
<td>information/understanding about this population;</td>
<td></td>
</tr>
<tr>
<td>- Engaging over 750 employers, 75 service providers and 650</td>
<td></td>
</tr>
<tr>
<td>internationally trained professionals through training seminars and</td>
<td></td>
</tr>
<tr>
<td>networking events, such as the Global Skills Conference, to promote</td>
<td></td>
</tr>
<tr>
<td>the hiring of immigrants and raise awareness and increase the capacity</td>
<td></td>
</tr>
<tr>
<td>of employers to address the challenges met in diversifying workforces;</td>
<td></td>
</tr>
<tr>
<td>- Partnering with the Region of Waterloo’s Diversity and Inclusion</td>
<td></td>
</tr>
<tr>
<td>Strategy team to organise a community event on Immigrant Civic</td>
<td></td>
</tr>
<tr>
<td>Participation where the Maytree Foundation delivered a keynote</td>
<td></td>
</tr>
<tr>
<td>address to 126 attendees which resulted in several local agencies</td>
<td></td>
</tr>
<tr>
<td>jointly developing a program to make leadership training, skill</td>
<td></td>
</tr>
<tr>
<td>development and support available to immigrants and refugees;</td>
<td></td>
</tr>
<tr>
<td>- Conducting research to establish a baseline report on visible minority</td>
<td></td>
</tr>
<tr>
<td>representation in public, non-profit and corporate leadership in</td>
<td></td>
</tr>
<tr>
<td>Waterloo Region;</td>
<td></td>
</tr>
<tr>
<td>- Supporting the planning, development and promotion of community</td>
<td></td>
</tr>
</tbody>
</table>

The Region provides administrative and financial management support to the Partnership, and was successful in their applications to funders. The Immigration Partnership Council has recently reviewed their mandate, and through an extensive community consultation process revised the Community Action Plan which was launched in the Spring of 2014 and will guide the work of the Partnership going forward.

Immigration Partnership Council has recently reviewed their mandate, and revised the Community Action Plan which was launched in the Spring of 2014 and will guide the work of the Partnership going forward.
Focus Area 5: **Service Excellence:**  
Deliver excellent and responsive services that inspire public trust.

The Region of Waterloo will strive for consistently high levels of citizen satisfaction in delivering citizen focused programs and services that are accessible, efficient, effective and responsive to community needs. Staff and volunteers will instil public trust by collaborating with community partners and engaging citizens to foster open, transparent and accountable municipal government. The Region will recruit and retain service focused people and ensure they are supported by the right organizational processes, facilities, equipment and resources.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status Update</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5.1 Improve the accessibility of Regional programs and services to support our diverse community.</strong></td>
<td>The Region of Waterloo’s Diversity and Inclusion Strategy was approved in June 2012 by Regional Council. A detailed implementation plan for each of the goal areas found within the strategy was developed. Concrete tools, training and resources have been created and will continue to be developed on an ongoing basis in order to understand the barriers and create meaningful solutions to improve inclusion of diverse populations in our services and in our workplace. Examples of work completed to date include:</td>
</tr>
</tbody>
</table>
| **5.1.1 Develop and implement an action plan to make the Region’s programs, services and workforce more accessible and responsive to our diverse community.** | • Quiet spaces for staff prayer were established in the three main buildings.  
• 10 dialogues on diversity were held with the community to identify and address barriers when working with various groups including: immigrants; lesbian, gay, bisexual and transgendered; people living with disabilities; black youth; people experiencing in poverty; older adults and refugees. Over 1000 people have attended the dialogues.  
• Diversity and inclusion training was provided for management and front line staff.  
• Diversity and inclusion information was embedded into the Management Leadership Development Program, the New Employee Orientation Program, Service excellence and in Respect in the Workplace Training.  
• Self awareness lens and recruitment and selection lens are posted on the internal portal for all staff.  
• Bias awareness training has been piloted and revised.  
• Tools and resources were developed for staff in order to improve access to Regional services. |
<table>
<thead>
<tr>
<th>Actions</th>
<th>Status Update</th>
</tr>
</thead>
</table>
| 5.1.2 Implement a consolidated Call Center with a single phone number for the Region of Waterloo and explore the potential for a 311 inter-municipal call centre. | The Service First Call Centre SFCC was launched in June 2014 and is available 24 hours per day 7 days per week. A partnership with the City of Kitchener was established to co-locate our two call centres and to share Call Relationship Management software.  

The SFCC currently handles on average 22,000 calls per month. There are over 1,000 scripts to handle calls on a wide range of topics from Public Health, Waste, Roads, Social Services, Museums, International Airport, Social Housing and Licensing.  

80 per cent of those calls are answered in 60 seconds. Due to the large volume and complexity of calls handled by Grand River Transit (GRT), an additional year is being taken to transition responsibility for those calls into the SFCC. This transfer is expected in early 2015.  

In April, 2014 a point of service option was introduced where callers can provide feedback on their call experience. To date 660 people have responded with 90% reporting satisfaction with their overall call experience. |
### 5.1.3 Implement the standards under the Accessibility for Ontarians with Disabilities Act (AODA) to comply with Provincial regulations.

<table>
<thead>
<tr>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5.1.3 Implement the standards under the Accessibility for Ontarians with Disabilities Act (AODA) to comply with Provincial regulations.</strong></td>
</tr>
</tbody>
</table>

The Region of Waterloo is currently completing the tasks outlined in the 5-year Accessibility Plan and the Region has met all the requirements of the Integrated Accessibility Standards Regulation (IASR) to date, including:

- Establishing an Accessibility Policy outlining how the Region will meet the requirements of the AODA standards;
- Development of a Multi-year accessibility plan;
- Providing training to all employees, volunteers, and relevant third parties;
- Providing emergency and public safety information in accessible formats to the public upon request;
- Providing workplace emergency information to employees with disabilities;
- Revised Human Resources Policy I-40, Accommodation in the Workplace, to include AODA Employment Standard requirements;
- Established Human Resources processes related to accommodating candidate with disabilities in the recruitment process;
- Implemented vehicle identification plates on all taxicabs licensed by the Region of Waterloo, both inside and outside the taxicabs, along with three additional provisions related to taxicab licensing;
- Over 42 provisions related to conventional and specialized transportation services;
- Provided information and training to all relevant staff on the Design of Public Spaces Standard.

The next phase of this project will include providing support to staff to ensure continued compliance and may include job-specific training, support for accessible documents, communications support for the design of public spaces, and ongoing accessibility improvements as per the 5-year accessibility plan. With the completion of third party and volunteer training the Region will have completed 100% of the required tasks for the AODA required for 2015.

### 5.2 Improve satisfaction with Regional programs and services.

<table>
<thead>
<tr>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5.2.1 Develop Service Standards and performance targets and initiate improvement plans in selected departments.</strong></td>
</tr>
</tbody>
</table>

A process to create standards was piloted with Council and Administrative Services, and to date several standards have been identified. Numerous service improvement reviews have been conducted (or are in progress) including Library services, several Public Health Programs, Facilities Management, Information Technology Services, and Corporate Publishing. Not all projects are complete, as some require a longer term. Implementation plans and associated targets are currently being developed.

Point of service feedback mechanisms have been established at main Citizen Service counters and on the corporate website. Feedback is channelled to program and service areas for response. In 2015, a comprehensive service review will be conducted across the organization with recommendations developed for improvements and service efficiency.
### Actions | Status Update
--- | ---
5.2.2 Implement a comprehensive citizen/customer service training program for staff. | A comprehensive training program that offers role-specific training based on key service knowledge and behaviours has been created. The program focuses on direct service staff, staff completing service improvement projects, and management/supervisory staff performance. Diversity and Inclusion messaging has been incorporated into the training, and further training modules as well as on-line training components are being explored and developed.

#### 5.3 Ensure Regional programs and services are efficient and effective and demonstrate accountability to the public.

5.3.1 Develop a five Year Financial/Budget Plan. | Completed in April 2013, the Region developed budget projection models that extend over several years for both tax levy and user rates budgets. The Region’s Finance department refers to these models during the development of budget strategies. The budget projection models have also been referred to at several Budget Committee meetings during the 2014 cycle.

5.3.2 Further Integrate Performance Measurement into Regional Programs. | The Region is an active member of the Ontario Municipal CAO’s Benchmarking Initiative (OMBI). OMBI is a partnership project that promotes service excellence in municipal government by acting as a catalyst for the sharing of performance statistics and adoption of better business practices. The Region also participates in the Provincially mandated, Municipal Performance Measurement Program (MPMP). These service measures cover a select set of services including Police, Roads, Water, Wastewater, Solid Waste and Libraries. Performance measures are part of the Budget Issue paper process, allowing the users to link desired outcomes to funding requests.

5.3.3 Continue to undertake Program Reviews based on an enterprise risk management approach. | Program Reviews are intended to provide an objective assessment of the extent to which a Regional Program is achieving its intended results, the proficiency with which resources are administered, and the manner in which risks have been managed. A number of Program Reviews have been completed to date, and recommendations have been brought forward and adopted by the Audit Committee and Regional Council. Program reviews completed since 2011 are as follows:
- Facilities – Maintenance and Operations
- Region of Waterloo International Airport
- Rent Supplement
- Cultural Sites
- Fleet Services
- Transportation operations
Each of the above Program Reviews resulted in recommendations that will help increase the efficiency and effectiveness of Regional Programs.
## 5.4 Retain, recruit and develop skilled, motivated and citizen-centered employees.

<table>
<thead>
<tr>
<th>Actions</th>
<th>Status Update</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5.4.1 Develop and implement actions to support the effective recruitment of employees to the Region.</strong></td>
<td>The Recruitment Strategy involves developing and implementing a series of actions designed to support the effective recruitment of Regional employees. Several activities have been completed including the piloting of recruitment through Facebook in the fall of 2011 for Engineering positions. The pilot substantially increased the total resumes received over previous recruitments for these positions. A process for identifying hard-to-fill positions across the organization was implemented and as a result, Human Resources has partnered with client departments to develop and implement strategies for recruiting for identified hard-to-fill positions. An Apprenticeship Program was developed as well as processes and research to support the hiring of foreign trained professionals. Currently, Human Resources are conducting research to identify venues to advertise Regional job vacancies for diverse population groups. The Region has also: 1. Identified advertising venues to reach diverse groups (this is part of the consolidation of advertising proposal); 2. Developed a recruitment strategy for Registered Nurses at Sunnyside; and 3. Exploring how to leverage survey results in recruitment. Outstanding items still in development include the development of formalized internship programs or the creation of junior level positions, and the development of targeted advertising for vacancies to diverse groups.</td>
</tr>
</tbody>
</table>

| 5.4.2 Implement actions designed to build leadership capacity. | Supervisor, middle manager and senior leader competencies have been developed and communicated throughout the organization. A Supervisor Training and Development Program has been implemented and as of May 2013, over 90% of supervisors have been trained. Leadership in Action Training has been developed and implemented for current middle managers and senior leaders and as of July, 2014, a 92% completion rate overall had been achieved. The Leadership Capacity Building strategy has been finalized and communicated to the Region’s Senior Management Team (SMT). The workforce analysis part of the strategy is currently being conducted by department across the organization. Commissioners and Directors are working with their Human Resources Associate to complete this analysis over the summer months of 2014. |
### Actions

<table>
<thead>
<tr>
<th>Status Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct an employee survey and take follow-up actions.</td>
</tr>
<tr>
<td>One of the key outcomes for the 2012 Employee Survey was to identify the drivers of employee engagement so that the Region can take a more focused approach to action planning and begin to measure the link between employee engagement and citizen/client satisfaction. The objectives for the 2012 Region of Waterloo Employee Survey were to:</td>
</tr>
<tr>
<td>- To make the Region an even better place to work.</td>
</tr>
<tr>
<td>- To find out what is really important to employees at work; and</td>
</tr>
<tr>
<td>- To find out what has changed since we did the last survey in 2008.</td>
</tr>
<tr>
<td>In total, 2,117 employees out of a population of 3,195 completed the survey. This represents an impressive response rate of 66%. Following the Survey, the Corporate Leadership Team approved two corporate actions: Dialogue with Employees and, Encouraging Employee Contributions. Specific actions and implementation plans have been identified for each priority and almost half of all divisions have identified divisional actions with the remaining divisions in the process of identifying their actions. The majority of divisional actions are tied to the corporate priorities.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Status Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve awareness of Regional services and facilitate processes for public input and involvement.</td>
</tr>
<tr>
<td>Develop a comprehensive resource guide for public and community stakeholder participation.</td>
</tr>
<tr>
<td>The development of a resource guide is well underway. A draft policy for public engagement has been completed, and an exploration of tools to support the public engagement process was undertaken and recommendations prepared, including the use of online participation tools. The guidelines are in development and a soft launch of the guidelines and the development of tools has been approved, with a staff awareness campaign and education part of the soft launch process.</td>
</tr>
<tr>
<td>Implement webcasting of Regional Council and Standing Committee meetings.</td>
</tr>
<tr>
<td>Webcasting of Committee and Council meetings commenced in December 2011 and continue to this day. The following are the objectives of webcasting Council and Standing Committee meetings:</td>
</tr>
<tr>
<td>- Provides timely information to the public via the internet.</td>
</tr>
<tr>
<td>- Increases the visibility of Councillors, and Council/Committee activities.</td>
</tr>
<tr>
<td>- Builds awareness of Regional programs and services.</td>
</tr>
<tr>
<td>- Informs citizens about opportunities for citizen engagement and updates citizens on activities that may be underway.</td>
</tr>
<tr>
<td>- Demonstrates openness and transparency in the Region’s decision making processes that will assist in building public confidence and trust. The webcasting of the Regional meetings continues to meet these objectives. No changes to the program are anticipated at this time.</td>
</tr>
<tr>
<td>Explore new ways to increase awareness of Council activities and opportunities for citizens to interact with</td>
</tr>
<tr>
<td>Progress has been made to increase awareness of Council activities and opportunities for citizens to interact with members of Regional Council in a number of ways, including:</td>
</tr>
<tr>
<td>- The Regional Chair and Regional Councillors continue to be invited to and attend an increasing number of community events.</td>
</tr>
<tr>
<td>- Members of Regional Council in 2014 made presentations to:</td>
</tr>
<tr>
<td>- Local university students.</td>
</tr>
<tr>
<td>- Various elementary schools on civic engagement.</td>
</tr>
<tr>
<td>Actions</td>
</tr>
<tr>
<td>---------</td>
</tr>
</tbody>
</table>
| members of Regional Council. | ○ Community groups.  
- Members of Regional Council continue to submit articles for publication in community newspapers.  
- Members of Regional Council continue to attend and engage with citizens and groups at Region public consultation centres. |

5.5.4 Enhance external communication to increase awareness of Regional programs and services.  

Public feedback has shown that citizens want to receive more information about the Region in order to better understand what services the Region provides. In an effort to raise awareness of Regional programs and services a series of “Touchpoints” commercials were created which aired in late July and early August of 2012, and again between June and September 2013. Results from the campaign indicate that:  
- The Touchpoints campaign achieved its goal of improving public awareness of Regional programs and services based on data from concurrent Omnibus telephone surveys (one before the campaign and one after). Awareness of Regional services improved in seven of nine categories.  
- Analytics show that Regional website use (total visits and page views) increased by 5 – 10 per cent following the Touchpoints campaign.  
- Social media metrics show that Touchpoints tweets and posts generated many retweets and shares as well as positive comments and conversation.  
- The Touchpoints campaign earned a Gold Quill Award of Excellence by the International Association of Business Communicators.  

Corporate Communications carried through with the concept at Oktoberfest 2012, with a float themed from the Touchpoints commercials and the “What can we do for you today?” message. In 2014, the Touchpoints campaign was expanded to include a 3-minute video, and display advertising on transit shelters.
<table>
<thead>
<tr>
<th>Actions</th>
<th>Status Update</th>
</tr>
</thead>
</table>
| 5.6 Strengthen and enhance partnerships with area municipalities, academia, community stakeholders and other orders of Government. | A project team (consisting of members from Legal Services, Information Management and Archives, Citizen Services, Corporate Communications, Planning Information and Research, Information Technology Services and Transportation Planning) was struck to conduct a feasibility study and investigation of options for implementing an open data site. The project was conducted in three phases over a one-year period. The objectives of the open data project were to:  
- Develop an open data catalogue.  
- Create an Open Data webpage.  
- Develop a process to evaluate Regional data sets.  
- Release data sets for public use for initial release.  
- Develop a planned approach to release more data over time.  
- Develop an ongoing internal governance structure.  
- Develop a data license.  
All of these objectives have now been achieved. The Open Data webpage on the Region’s web site, officially launched on December 9, 2011 and was the first upper-tier open data portal in Canada. |
| 5.6.1 Define and implement an open data program that improves the ability of the public to find, download and use Region of Waterloo data. | In late 2012, work began on the development of a Corporate Volunteer and Placement Guidelines manual. This is the first step in developing a corporate volunteer management strategy and work plan. Volunteer binder complete with policies and tools has been developed and is currently being circulated for feedback. Volunteer Coordinators across the organization identified priority policies and are conducting a gap analysis regarding their compliance. A volunteer strategy for the organization is currently under development. Tools are being piloted with volunteer coordinators, actions for the strategy need to be finalized, and taken to the Corporate Leadership Team for final approval. |
| 5.6.2 Develop a corporate volunteer management strategy and work plan. | The Region continues to explore partnership opportunities with the Area Municipalities on an ongoing basis. Specific examples in include the following:  
- The Region and City of Kitchener have developed a call center partnership involving the Region co-locating the new Service First call center with the City’s existing call center, and Kitchener potentially using the new citizen relationship management (CRM) software recently acquired by the Region.  
- The Region and area municipalities are working together to improve Economic Development Services.  
- The Region and City of Cambridge are working together to accelerate the development of the East Side employment lands.  
- The region and Area Municipalities developed a common “Service Listing” for use on all Regional / Municipal websites.  
- The Region and Area Municipalities are exploring the potential to collaborate on research and information gathering to support upcoming strategic planning processes. |
<table>
<thead>
<tr>
<th>Actions</th>
<th>Status Update</th>
</tr>
</thead>
</table>
| 5.6.4 Host meetings of all area municipal Councillors at least annually to share information and discuss issues of common interest. | • In 2013, the Region all Council meeting with area Members of Provincial Parliament.  
• The Region hosted two all-Council meetings with area Councillors each year during this term of Council. |
<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>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>TBD</td>
</tr>
<tr>
<td>12-Aug-14</td>
<td>J. Haalboom</td>
<td>That staff prepare a report regarding the status of the Creative Enterprise Initiative (CEI) including its activities and accomplishments.</td>
<td>CAO's Office</td>
<td>Oct-2014</td>
</tr>
<tr>
<td>Sept 9 2014</td>
<td>J. Brewer</td>
<td>That staff consider in the 2015 budget review the two (2) bus routes in Cambridge that were eliminated/adjusted in the 2014 budget.</td>
<td>Finance/T&amp;ES</td>
<td>Feb-2015</td>
</tr>
</tbody>
</table>
Table of Contents

3 Letter from the Executive Director
3 Letter from the Board
4 ClimateActionWR
5 RAIN
6 Home Energy Efficiency
  • EnerGuide Home Evaluations
  • Encouraging More Retrofits
  • The Great Draftproofing Crackdown
  • Reducing the Energy Burden
8 REEP House for Sustainable Living
  • Solar Comes to REEP House
9 Community Outreach
  • saveONenergy Conservation Programs
  • Community Outreach Events
11 Board, Staff and Volunteers
12 Community Partners

About REEP

LEEP Green Solutions is a non-profit and community-based organization serving Waterloo Region. Our mission: to empower our community with the practical tools, knowledge and capacity for action to make sustainability the norm.

LEEP is funded by a combination of local funders, contracts, grants and client fees.

LEEP is a registered charity under the name Waterloo Region Green Solutions.

519-744-9799
info@reepgreen.ca
www.reepgreen.ca

Main Office: 222 Frederick Street
Kitchener, Ontario N2H 2M8

This annual report was made possible through an Employment Services Work Experience agreement through The Working Centre.
Dear Friends,

Looking back, the big story for 2013 was climate change and what we in Waterloo Region are doing about it. From the RAIN team helping property owners manage water issues, to the Energy team installing light bulbs and evaluating homes, REEP worked with partners to prepare for our changing climate.

The calendar year ended with a wonderful affirmation of the initiative Waterloo Region is known for: the unanimous approval of a community-wide greenhouse gas emission reduction target and action plan by the four largest municipal governments in the region. REEP Green Solutions is proud to have played a leadership role in this collaboration.

As we plan our 15th anniversary celebration in late 2014, I am struck by the tremendous support we have received over the years from partners, mentors and volunteers, and moved by the strong desire of so many region residents to live more sustainably.

Onward we go!

Mary Jane Patterson
Executive Director

Dear REEP Supporters,

REEP Green Solutions is on the edge of something exciting. In 2013 we began developing a new strategic plan. Board and staff worked together to sketch out ways to help local homeowners and businesses pave a path towards sustainability. Stay tuned in 2014-2015 as we put these ideas into action.

Inspired by the homeowners involved in our RAIN program, I am proud to say that my family is installing storm-friendly landscaping. We are also working towards our follow-up energy evaluation as we insulate our basement and attic.

The adoption of the Climate Action Plan for Waterloo Region by Region and City councillors is an example of the environmental leadership in our community that is different from elsewhere. I can only explain it as a humble, collaborative leadership that politely does not take no for an answer.

It is what makes me proud of being a part of Waterloo Region.

Sincerely,
Jennifer Lynes
Chair of the Board of Directors

Our Vision Statement: We believe that by acting today, we can leave our children a community that is more resilient, vibrant, caring and sustainable.
Since 2011, REEP Green Solutions has co-led ClimateActionWR with Sustainable Waterloo Region and the Region of Waterloo. This collaborative initiative builds on existing community activities and facilitates new opportunities for energy and climate action across the region.

In November 2013 councillors from the Region of Waterloo and the Cities of Cambridge, Kitchener and Waterloo unanimously endorsed ClimateActionWR’s Climate Action Plan for Waterloo Region: Living Smarter in 2020. This ambitious but achievable plan recommends a community greenhouse gas reduction target of 6% below 2010 levels by 2020, despite an anticipated 18.4% increase in the region’s population.

Applying the Climate Action Plan is an exciting and significant step towards reducing Waterloo Region’s environmental impacts, strengthening our local economy, reducing the costs of infrastructure renewal, increasing our energy security and improving public health and air quality.

Next big step: implementation!

“This is a story we’re excited to be a part of. Even more though, we’re excited that you’re a part of it – together, we’ll chart a course for living smarter not just in 2020, but beyond.”

- ClimateActionWR Steering Committee: Mike Morrice, Sustainable Waterloo Region; Mary Jane Patterson, REEP Green Solutions; and David Roewade, Region of Waterloo.
In 2013-2014, the REEP RAIN Program helped an ever-growing number of property owners in Kitchener and Waterloo to soak up water on their properties, qualify for stormwater credits and protect the Grand River.

With the introduction of stormwater credits in Kitchener and Waterloo in late 2012 and early 2013, the cities tracked the impact of the approximately 5,000 property owners who enrolled in the first full year of the program. Participation numbers and positive impacts continue to grow!

Primarily a residential outreach program in 2012, RAIN broadened its outreach focus in 2013 to include the non-residential sector by completing five demonstration projects and launching the RAIN Business Visit Program.

In 2014-2015, RAIN will continue to expand its non-residential outreach by adding four more demonstration projects, hosting 20 educational workshops, and conducting 44 business visits.

“\nThis innovative project has encouraged property owners to implement actions on their property that assist in the cities’ efforts to improve stormwater management and help protect our drinking water.\n”

- Mayor Carl Zehr, City of Kitchener

Rain garden installation at the Aboriginal Student Centre, Wilfrid Laurier University, Waterloo.

This project has received funding support from the Government of Ontario. Such support does not indicate endorsement by the Government of Ontario of the contents of this material. *This figure represents the collective impact of all contributors to the Kitchener and Waterloo stormwater credit programs (2013 only), including REEP’s RAIN program. **REEP fiscal year changed to April-March.
Working with local utilities, funders and partners, REEP connected residents with energy retrofit incentives, education and assistance in 2013-2014.

**EnerGuide Home Evaluations**

A comprehensive assessment of a home’s energy efficiency and its potential for upgrades is the smart first step in making a home more energy efficient.

We thank Kitchener Utilities for providing long-time support to their customers by covering $60 of the cost of a home energy evaluation and $40 of the cost of a follow-up evaluation.

We welcomed the Union Gas Home Reno Rebate to Waterloo Region in 2013. REEP is one of the participating service organizations for this program, which provides financial incentives to Union Gas customers who implement two or more retrofit actions in their home.

“*We are exceptionally pleased with the results [of our EnerGuide Home Evaluation]: the home feels totally different than it did before. In addition to being a more uniform temperature throughout, it is so much quieter and more comfortable to live in. We will track our reduced energy costs with great satisfaction.*”

- Dianne & Bill Ratcliffe, Waterloo, 2014

“**Encouraging More Retrofits**

*The Ontario Trillium Foundation is helping REEP explore new approaches to spurring home energy retrofits:*

The Workplace Lunch ’n Learn program brings home energy efficiency knowledge, resources and incentives to employees at their workplace. Look for a program pilot in 2014.

Working with local municipalities, we are also evaluating the potential for Local Improvement Charges to finance home retrofit projects — a way to help overcome the barrier of cost.
The Great Draftproofing Crackdown

REEP piloted a work party approach to draft proofing homes in early 2013 with funding from Environment Canada.

Four in-home work parties were co-hosted by REEP staff to demystify draft proofing and motivate participants to retrofit their own homes. Hosts were encouraged to invite friends and neighbours to assist, observe and learn as their home was draft-proofed by an experienced REEP installer with the help of a blower door.

We found pros and cons to the approach. Participants reported that they enjoyed the work party approach, especially the social nature of the learning, and that they learned a lot about draft proofing. However, we found that carbon reductions directly attributable to draft proofing alone were difficult to obtain.

This two-year effort to encourage home energy efficiency also included tours and workshops at REEP House for Sustainable Living, and the promotion of saveONenergy COUPONS.

Reducing the Energy Burden

In 2013-2014 the saveONenergy HOME ASSISTANCE program extended its in-home energy assessment services to include bookings through Waterloo Region Housing, Kitchener Housing, Housing Cambridge and many co-operative and non-profit housing providers. These partnerships helped generate a tenfold increase in participation compared to 2012.

Funded by the Ontario Power Authority and in partnership with Cambridge and North Dumfries Hydro, Kitchener-Wilmot Hydro and Waterloo North Hydro, the HOME ASSISTANCE program targets energy poverty and electricity conservation by providing no-cost energy efficient upgrades to eligible participants.

Most participants receive lighting upgrades, and where energy usage can be significantly improved, participants can receive replacement refrigerators, freezers, dehumidifiers or window air conditioners. In some cases, additional insulation and weatherization measures are provided for electrically heated homes.

Since 2012 REEP has worked with GreenSaver to deliver and measure the results of the program throughout Waterloo Region. Additional gas saving and water saving results are provided by Kitchener Utilities in its jurisdiction.

HOME ASSISTANCE Program Partners:

<table>
<thead>
<tr>
<th>HOME ASSISTANCE Program Partners:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy Conservation In Action</td>
</tr>
<tr>
<td>Environment Canada</td>
</tr>
</tbody>
</table>

**Audits and Energy Saved By Year**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Audits Completed</td>
<td>3,585</td>
<td>76</td>
<td>264</td>
</tr>
<tr>
<td>Electricity (kWh)</td>
<td>2,004,282</td>
<td>55,374</td>
<td>224,066</td>
</tr>
<tr>
<td>Natural Gas (m3)</td>
<td>59,934</td>
<td>2,771</td>
<td>--</td>
</tr>
<tr>
<td>Total CO² Reduced (tonnes) **</td>
<td>400</td>
<td>13</td>
<td>32</td>
</tr>
</tbody>
</table>

* According to Ontario Energy Board estimates of 9600 kWh per home per year.
** According to the National Inventory Report 1990–2011: Greenhouse Gas Sources and Sinks in Canada electricity eCO2 coefficient of 0.000110 tonnes per kWh and natural gas eCO2 factor of 0.001891 tonnes per m3 for Ontario.
2013-2014 was a growth year at REEP House, our energy and water innovations showcase. We focused on gathering visitor feedback, evaluating our role in supporting energy retrofits, and ramping up our student and volunteer programs.

Follow-up surveys reveal that after visiting REEP House, homeowners are creating more comfortable and sustainable living spaces in their homes by adding insulation, upgrading heating systems, and taking other energy-saving measures. Feedback from 35 participants (44% of those who agreed to a follow-up) shows an estimated 28.5 tonne greenhouse gas emissions reduction in 2013 based on the Environment Canada Greenhouse Gas Emissions and Criteria Air Contaminants Calculator.

We hosted 296 students, including Specialist High Skills Major groups who came for our unique half-day career development program which combines elements of energy management, sustainability and skilled trades.

In partnership with Environment professors at the University of Waterloo, we worked with 14 volunteers who helped us develop new ways of connecting with communities in Waterloo Region.

In 2013 REEP House added solar thermal collectors to supplement domestic water and space heating – the next natural step after reducing the energy demand in this super-insulated home. We also hosted three solar-themed public workshops to share the latest information about solar heating.

Our solar thermal collectors were damaged later that year during the ice storm and subsequent power outage. As we weigh the options for replacement and plan for a new system in the fall of 2014, we are taking everything that we learned from the first installation into consideration.

“REEP house has been a big inspiration for our home. We waterproofed our basement with new drainage around the outside, and new insulation in the interior. Much of what we did was learned from REEP.”

- Bronwyn Addico, Waterloo, 2014

Solar Comes to REEP House

Solar Thermal Project Partner:

**REEP House Activity By Year**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>REEP House Visitors</td>
<td>698</td>
<td>243</td>
<td>1038</td>
</tr>
<tr>
<td>Student Visitors</td>
<td>224</td>
<td>72</td>
<td>173</td>
</tr>
<tr>
<td>Open Houses and Tour Events</td>
<td>60</td>
<td>18</td>
<td>74</td>
</tr>
<tr>
<td>Public Events and Workshops</td>
<td>8</td>
<td>4</td>
<td>12</td>
</tr>
</tbody>
</table>
saveONenergy Conservation Programs

REEP Green Solutions is proud to support Waterloo North Hydro by promoting saveONenergy conservation programs. These tools help residents reduce their electricity consumption, especially during periods of peak demand.

In 2013 we talked to 2,150 customers at eight events where 160 people signed up for peak saver PLUS and 700 saveONenergy COUPONS were redeemed.

Events

REEP organized and took part in many community outreach events and presentations to promote sustainability and home energy retrofits in 2013-2014.

REEP Hosted Events

• RAIN Barrel Blitz at ten locations
• Ten RAIN Hands-On Residential Workshops
• Six RAIN Contractor Training Workshops
• Three REEP Solar Workshops:
  • Hands On with Solar
  • Business Case for Solar Hot Water
  • Solar Hot Water for Your Home and Pool
• REEP Stormwater Saturday Workshop
• Rainwater Harvesting Workshop for Industry Professionals

Community Events:

• Grand River Film Festival
• Green Energy Doors Open
• Kitchener’s Natural Areas Program Earth Day Program at Huron Natural Area
• KW Home & Garden Show
• Sustainable Campus Initiative Ecoloo Environmental Fair at University of Waterloo
• TransitionKW Climate Change Adaptation Tool Kit Launch
• TransitionKW Tools for Change Movie Nights

Presentations:

• HOME ASSISTANCE presentations to:
  • New Generation Cooperative Homes
  • Kitchener-Waterloo Multicultural Centre
  • Region of Waterloo Social Services (at STEP Home and Ontario Works)
  • Shamrock Co-operative Homes
  • KW Multigroup Homes
  • RENT (Resources Exist for Networking and Training)
  • Library Settlement Partnership program
  • Gertrude Burgar Court Community Housing
  • HRAI Waterloo-Wellington Chapter Meeting
• rare Charitable Research Reserve Water Symposium: Conserve and Protect
• Seedy Saturday at Kitchener Horticultural Society
• Seedy Saturday and RAIN Garden Presentation
• Municipal Stormwater Working Group
• TRIECA Conference
The financial information on this page is derived from the financial statements for April 1, 2013 to March 31, 2014, which were audited by Clarke Starke & Diegel LLP.

The balance from 2013-2014 will be used to maintain our valued existing programming to the extent possible, including the REEP House for Sustainable Living, while we pursue new programming to remain at the forefront of energy and water sustainability.

### Statement of Revenue and Expenses

#### Revenue

<table>
<thead>
<tr>
<th></th>
<th>Apr 2013 to Mar 2014</th>
<th>Jan to Mar 2013 (unaudited)*</th>
<th>Jan to Dec 31, 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td>$775,844</td>
<td>$214,166</td>
<td>$707,529</td>
</tr>
<tr>
<td>Client fees</td>
<td>602,532</td>
<td>24,920</td>
<td>218,327</td>
</tr>
<tr>
<td>Other income (donations, investments, etc.)</td>
<td>16,566</td>
<td>1,705</td>
<td>14,188</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>1,394,942</td>
<td>240,791</td>
<td>940,044</td>
</tr>
</tbody>
</table>

#### Expenses

<table>
<thead>
<tr>
<th></th>
<th>Apr 2013 to Mar 2014</th>
<th>Jan to Mar 2013 (unaudited)*</th>
<th>Jan to Dec 31, 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and benefits</td>
<td>738,561</td>
<td>151,801</td>
<td>602,216</td>
</tr>
<tr>
<td>Contracted services - program delivery</td>
<td>243,562</td>
<td>29,107</td>
<td>164,167</td>
</tr>
<tr>
<td>Outreach and community training</td>
<td>90,413</td>
<td>23,117</td>
<td>48,905</td>
</tr>
<tr>
<td>Occupancy</td>
<td>25,815</td>
<td>6,102</td>
<td>20,717</td>
</tr>
<tr>
<td>Professional fees</td>
<td>21,577</td>
<td>4,305</td>
<td>18,932</td>
</tr>
<tr>
<td>Staff and organizational development</td>
<td>15,620</td>
<td>6,252</td>
<td>18,094</td>
</tr>
<tr>
<td>REEP House for Sustainable Living improvements</td>
<td>14,419</td>
<td>4,972</td>
<td>16,951</td>
</tr>
<tr>
<td>Office</td>
<td>6,940</td>
<td>3,462</td>
<td>4,012</td>
</tr>
<tr>
<td>Insurance</td>
<td>6,928</td>
<td>1,877</td>
<td>9,905</td>
</tr>
<tr>
<td>Amortization</td>
<td>4,647</td>
<td>1,132</td>
<td>5,322</td>
</tr>
<tr>
<td>Communications</td>
<td>3,917</td>
<td>997</td>
<td>5,312</td>
</tr>
<tr>
<td>Interest and bank charges</td>
<td>2,376</td>
<td>538</td>
<td>3,016</td>
</tr>
<tr>
<td>Travel</td>
<td>1,453</td>
<td>373</td>
<td>1,839</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>1,176,227</td>
<td>234,035</td>
<td>919,388</td>
</tr>
</tbody>
</table>

#### Excess of Revenue Over Expenses

- Apr 2013 to Mar 2014: $218,714
- Jan to Mar 2013 (unaudited)*: $6,756
- Jan to Dec 31, 2012: $20,656

### Revenue Sources

- Client Fees and Contracts: 45%
- Local Funding: 12%
- Provincial Funding: 2%
- Federal Funding: 1%
- Foundations: 1%
- Donations: 1%

### Program Area - Expenses

- Management and Administration: $502,822
- Program Development: $410,396
- REEP House for Sustainable Living and other Energy Outreach: $13,103
- Energy Evaluations: $81,018
- RAIN - An Ecological Approach to Stormwater Management: $5,818
- Solar Thermal Project: $65,982

*The financial year-end of the organization was changed from December 31 to March 31.*
Board of Directors

Jennifer Lynes (Chair), University of Waterloo
Paul Parker (Past Chair), University of Waterloo
Don Eaton (Secretary), Elora Environment Centre
Geoff Malleck (Treasurer), University of Waterloo
Mary-Louise Byrne (Director), Wilfrid Laurier University
Chander Sharma (Director), BizXL Solutions Inc.
Priyanka Lloyd (Director), Sustainability CoLab

Staff

Program Staff and Administration (full-time)
Executive Director: Mary Jane Patterson
Business Development Manager: Priyanka Lloyd (to Jul. 2013); Dave Blake (from Aug. 2013)
RAIN Program Manager: Andrew Marshall (to Apr. 2013); Grant Murphy (Apr. to Dec. 2013); Cheryl Evans
Communications Manager: Julian van Mossel-Forrester
Facility Manager and IT Consultant: Brendan Schaefer
Home Assistance Program & Customer Service Coordinator: Dane Labonté (to Aug. 2013); Evonne Donaher (from Aug. 2013)
Information and Media Design Coordinator: Patrick Gilbride
RAIN Coordinator: Sharmalene Mendis-Millard

Part-time, Occasional or Freelance
Michael Albanese, RAIN Door-to-door Canvasser
and RAIN Home Visit Water Guide
Scott Albrecht, Great Scott Bookkeeping
Laura Collings, Event Support Staff
Juliana Cruz, Data Management Assistant, RAIN
Melanie Gordon, RAIN Outreach and Volunteer Coordinator
Melissa Gerrard, Event Support Staff
Babina Kharel, Board Governance Intern
Drew Maddison, Communications and Marketing Coordinator
Siewyee Sai, Office Coordinator
Janet Szydlowski, RAIN Outreach Assistant
Suzie Taka, Media Engagement Assistant
Allan Taylor, RAIN Community Engagement
and Volunteer Coordinator & RAIN Home Visit Water Guide
Amber Turvey, Event Support Staff
Elizabeth Vaianionpaa, Communication Coordinator
Anita Vingkar, Solar Thermal Project Coordinator
Sara Wicks, RAIN Engagement Coordinator
Aaron Wilhelm, RAIN Door-to-door Canvasser

Joint Project Staff
ClimateActionWR: Sarah Brown (Manager to Dec. 2013); Liz Weber (Coordinator from Jan. to Mar. 2014)

Certified Energy Advisors, Auditors, Water Guides (part-time)
Michael Albanese
Chris Albrecht
Susan Bryant
Robert Bushfield
Jim Carnegie

Volunteers

ClimateActionWR
Brianna Aspinall
Deb Bald
Brittany Friesman
Melissa Gerrard
Anna Melnik
Chris Steingart
Amber Turvey

Mentors
Sheri Keffer, human resources professional
Sarah Lodi, Lawyer, Dueck, Sauer, Jutzi & Noll LLP
Rebekah Jo Steele, Diversity Breakthroughs

REEP House
Marie Louise Aastrup
Kiran Addageethala
Matthew Canaran
Dana Decent
Dustin Foxman
Caleb Gingrich
Zachary Goetz
Amy (Soojin) Kim
David Locking
Megan Meyer
Matthew Pires
Lovey Sidhu
Amy White
Julian Wilmouth
David Wood
Marcus Yaeger

RAIN Expert Panel
Rob Bowers
Steve Brown
Todd Chapman
Don Corbett
Nick Gollan
Mark Hartley
Janet Ivey
Poly Modak
Rob Tester
Jeff Thompson
Matt Vermeulen
David Wood
In addition to our core funders and program sponsors, REEP would also like to thank the following organizations for their generous support in 2013-2014.

Canada Mortgage and Housing Corporation
Canadian Warehouse and Distribution
Central Frederick Neighbourhood Association
Cherry Park Neighbourhood Association
The Church of St. John the Evangelist
Dow Building Solutions (Dow Chemical Canada, ULC)
Faith and the Common Good
Ginkgo Sustainability
Grand River Conservation Authority
Grand River Film Festival
Guelph Solar Mechanical
HRAI Waterloo-Wellington Chapter
The Joseph Schneider Haus Museum and Gallery
Kitchener-Waterloo Collegiate Institute and Vocational School
Kitchener-Waterloo Multicultural Centre
rare Charitable Research Reserve
Ritter Solar
Solar One Canada
Swanson’s Home Hardware Building Centre
University of Waterloo Faculty of Environment
Victoria Park Neighbourhood Association
WalterFedy
Waterloo Energy Products Inc.
Weber Supply Companies
Wilfrid Laurier University Aboriginal Student Centre
The Working Centre