



REGION OF WATERLOO
STRATEGIC FOCUS
2011-2014

Mid-term Progress Report (November 22, 2012)

Status Update of each of the 2011-2014 Strategic Plan Action Items

Over the last four years the Region has made remarkable progress on the objectives and actions set out in the Strategic Plan. The purpose of this document is to provide a detailed status update on each of the 2011-2014 Strategic Plan actions. Successes from the strategic plan are complemented by many other initiatives underway across the organization that are not included in this progress report, but it is important to note that they also help move the organization closer to achieving its vision for the future.

For more information on the 2011-2014 Strategic Plan or for alternative formats please contact:

Region of Waterloo
Lorie Fioze, Manager of Strategic Planning and Strategic Initiatives
150 Frederick St.
Kitchener, Ontario N2G 4J3
Phone: 519-575-4758
Fax: 519-575-4440
TTY: 519-575-4608
lfioze@regionofwaterloo.ca
or visit www.regionofwaterloo.on.ca / Regional Government / Strategic Plan.



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

What are we doing?

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.

What have we done?

Strategic Objectives	Action Update
1.1 Integrate environmental considerations into the Region’s decision-making.	
<p>1.1.1 Develop and implement an integrated funding program to support community based environmental initiatives.</p>	<p>The integrated Community Environmental Fund was launched in November 2011 and included an application package for two complementary Environmental Stewardship and Community Sustainability grant streams. In total, 44 applications were received by the January 16, 2012 deadline, and 28 projects received Council approval for funding in early spring.</p> <p>The fund awarded almost \$270,000 which assisted in securing an additional investment of over \$600,000 from applicants. The approved projects involve a diverse array of stakeholders including:</p> <ul style="list-style-type: none"> • local schools • area municipalities • non-profit groups <p>They also address numerous topics such as:</p> <ul style="list-style-type: none"> • protection and rehabilitation of natural areas • renewable energy • waste reduction • promotion of local organic food production
<p>1.1.2 Implement the Region’s green purchasing initiative to promote and encourage the use and purchase of environmentally responsible products.</p>	<p>In order to integrate environmental considerations into day-to-day decision making, the Region has established a corporate-wide green purchasing initiative. The Green Procurement Committee, established in 2011 promotes and encourages the use of environmentally responsible products and processes. Examples of this include:</p> <ul style="list-style-type: none"> • Installation of 3750 square yards of environmentally friendly carpet in Regional administration buildings which includes lower environmental impact throughout the lifecycle of the product (from raw material extraction to end of product life); • Corporate Print Shop use of 100% post-consumer waste recycled paper (nearly 1 million sheets in 2011) as well as the development of a print strategy to reduce the Region’s paper use where feasible, and; • The Region along with six other southern Ontario municipalities has consolidated the purchase of bus parts through a single North American supplier. Fewer deliveries are made reducing not only GHG emissions but also noise pollution. In addition to the reduction of the supply chain’s carbon footprint but it also reduced administration costs and increased efficiency. • Office Supply deliveries have shifted from daily deliveries to weekly deliveries thereby reducing GHG emissions by 50%.

Strategic Objectives	Action Update
1.2 Reduce greenhouse gas emissions and work to improve air quality.	
1.2.1 Implement the Action Plan to reduce greenhouse gas emissions from Regional operations.	The Region has also launched a plan and has taken action to reduce Green House Gas (GHG) emissions from Regional operations. In 2011 over 7700 tonnes of GHG emissions reductions were accounted for via initiatives such as methane reduction at the landfill; energy/fuel efficiency in Regional buildings and vehicle fleet as well as reductions in staff business travel. Also with the completion of six solar photovoltaic rooftop installations, 255,000 MWh of clean renewable energy will be produced annually. These actions are a positive step towards reaching the Region's 10 year GHG reduction target of approximately 40,000 tonnes by the year 2019 in buildings vehicle fleet reductions in staff business travel.
1.2.2 Assist in development and implementation of a Community Greenhouse Gas (GHG) Action Plan and Reduction Target.	The Region of Waterloo is participating in a multi-stakeholder initiative, referred to as the <i>Climate Collaborative</i> , which aims to contribute to the development of a community-wide Greenhouse Gas (GHG) Action Plan (CR-FM-11-012). Recently, the collaborative completed a community GHG emissions inventory and forecast to determine the "carbon footprint" of Waterloo Region through local energy use, traffic volume, waste sent to landfill, and some agricultural activities. The <i>Climate Collaborative</i> has successfully leveraged significant financial resources for this project to continue the emission reduction planning phase which aims to draw important links between achieving related social, economic and environmental goals. Ongoing stakeholder engagement and partnership building will be critical to the successful development and implementation of this action plan which is scheduled to be presented at City and Regional Councils in 2013.
1.2.3 Develop an Energy Reduction Plan for Water and Wastewater facilities.	Tracking of energy usage at water and wastewater treatment facilities is ongoing. Annual reporting will be established to meet the requirements of the Green Energy Act commencing July 2013. Comprehensive review and accounting of GHG has been completed for both water and wastewater treatment facilities. Water Services working group has been established to develop and implement an energy plan in co-ordination with the Corporate Energy Office in the Facilities Management & Fleet Services Division.
1.2.4 Pilot test technology to reduce idling in Regional fleet.	A pilot project has been initiated by installing anti-idling devices on eight vehicles and five comparable control vehicles. Preliminary data collection has been limited to date, however initial analysis suggests that improved fuel efficiency of up to 6% could be achieved. The pilot project is continuing into 2013 and has been expanded to additional vehicles to enhance the data sampling and support the validation process. Later in 2013, staff will provide an update report upon pilot completion and summarize the potential impact of this technology if it was applied more broadly within the Regional Fleet in terms of potential fuel savings and GHG emission reductions.
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) is being developed to: <ul style="list-style-type: none"> • Document the current status of the Region's waste management practices, programs, operations and facilities; • Provide projections of future diversion rates and residual waste generation volumes, and; • Establish a preferred waste management strategy that is aligned with the current planning, regulatory and technical context. The primary objective is to prepare a new WMMP that will recommend appropriate post-diversion residual waste management strategies that are: <ul style="list-style-type: none"> • Environmentally sustainable; • Economically viable; • Economically, socially and environmentally advantageous to the Region;

Strategic Objectives	Action Update
	<ul style="list-style-type: none"> • Flexible in nature to adapt to changing legislative and regulatory environments, and; • Able to be maintained in the long-term. <p>In accordance with the recommendations contained in E-10-073 (June 22, 2010) regarding the proposed WMMP, the following technologies and alternatives shall be considered, at a minimum:</p> <ul style="list-style-type: none"> • Conventional incineration with heat recovery; • Plasma reduction (eg. Plasco pilot plant in Ottawa); • Advanced shredding with mechanical sorting and separation of residuals; • Continued incremental approach to diversion by targeting individual materials; • Co-process green bin organic material with biosolids; and • Process green bin organics at a Region-owned plant.
<p>1.3.2 Evaluate and consider enhancements to the Green Bin/Green Cart Program.</p>	<p>Green bin organics is now available to all single family homes in the Region of Waterloo. As well, the program has been implemented at Regional facilities and to all schools requesting service. Green bin collection is being piloted at some multi-residential sites and several commercial establishments have agreed to participate in a demonstration pilot. Participation and waste audits are underway and efforts are focused on building single family home participation through various media including opportunities to meet one-on-one with citizens. The green bin program will also be evaluated as part of the Waste Management Master Plan.</p>
<p>1.4 Protect the quality and the quantity of our drinking water sources.</p>	
<p>1.4.1 Complete the Wastewater Treatment Plant Upgrades in Kitchener & Waterloo to improve effluent quality and reduce impacts on the Grand River.</p>	<p>Upgrades to the Wastewater Treatment Plant in Kitchener and Waterloo continue to improve effluent quality and reduce impacts on the Grand River.</p> <p>Waterloo WWTP Upgrades include a total of 4 construction contracts, current status is as follows: Contract 1 – Completed in 2010 Contract 2 – Completed in 2011 Contract 3 – Construction ongoing with completion scheduled in 2013 Contract 4 – Construction ongoing with completion scheduled in 2014</p> <p>Kitchener WWTP Upgrades will include multiple construction contracts, current status is as follows:</p> <ul style="list-style-type: none"> • Kitchener Chlorination/Dechlorination Upgrades – Completed in 2010 • Manitou Biosolids Dewatering Facility – Completed in 2012 • Kitchener Plant 1 Aeration Upgrades – Completed in 2012 • Kitchener Plant 2 Aeration Upgrades and UV Disinfection - Construction ongoing with completion scheduled in 2013 • Kitchener Biosolids Lagoon Decommissioning – Construction scheduled for 2013 • Kitchener Biosolids Pumping Upgrades - Construction scheduled for 2013 • Kitchener New Plant 3 – Three construction contracts scheduled for 2014-2018 • Additional Kitchener Upgrades – Construction contracts scheduled for 2018-2021
<p>1.4.2 Integrate the Provincial Water Protection Strategy & Regional Source</p>	<p>The Clean Water Act requires Ontario municipalities and conservation authorities to develop a source protection plan to protect municipal drinking water supply sources.</p> <p>The Grand River Conservation Authority has the primary responsibility for assembling the plan on behalf of the independent Source Protection Committee who is</p>

Strategic Objectives	Action Update
<p>Protection Plan to minimize the risk of historic, existing and future land uses on municipal water supplies.</p>	<p>responsible for submitting the plan to the province for approval by December 31, 2012.</p> <p>The Region of Waterloo is taking the lead in developing the policies for Waterloo Region. The policies will be included in the plan and will build on our existing Water Resources Protection Strategy. Following the first year of plan implementation, full integration (staffing and capital budgets) of the two programs will be complete.</p> <p>Approaches and draft policies were presented to Regional Council in September 2011 and January 2012. A report was presented to Regional Council in August 2012 approving final draft policies. The policies are to be sent to the Source Protection Committee for inclusion in the plan and for further consultation. The cost implications including staffing requirements will also be presented to the committee.</p> <p>The greatest impact of the proposed plan is the development of the Risk Management Official and Inspector positions that are required to implement the plan.</p>
<p>1.4.3 Update and continue to implement the Water Efficiency Master Plan.</p>	<p>A Water Efficiency Master Plan (WEMP) update project scoping memorandum has been written for review by senior staff. The memorandum serves as the outline for a project report. Topics in the memorandum include the following:</p> <ul style="list-style-type: none"> • Steering Committee • Project Team • WEMP Update Deliverables • Project Timing • Budget Estimate • Next Steps
<p>1.5 Restore and preserve green space, agricultural land and sensitive environmental areas.</p>	
<p>1.5.1 Develop Implementation Guidelines for Environmental Impact Statements under the new Regional Official Plan.</p>	<p>The Greenlands Network Implementation Guideline was circulated to agencies and the environmental consulting community for comment and was the subject of a Public Meeting of the Planning and Works Committee in March 2011. The guideline is ready to be submitted for Council consideration, but cannot be submitted until the implementing policy in the Regional Official Plan is approved by the Ontario Municipal Board (OMB).</p>
<p>1.5.2 Complete operating plans for all Regional Forests.</p>	<p>Since Council approval of the Regional Forest Management Plan in 2006, detailed Operating Management Plans for Regional Forests and other Regionally-owned woodlands have been prepared, approved by Council and implemented.</p> <p>There was a major forest management project that occurred this year in the Doon Regional Forest in collaboration with the Waterloo Stewardship Network. This has addressed the significantly overdue thinning of conifer plantations and control of invasive Buckthorn. In recent months, the Operating Management Plans for the Macton, Townline, and Hilborn Regional Forests have been reviewed by E.E.A.C. and approved by Council. This work is in addition to the ongoing maintenance of regional forests which entails the removal of hazardous trees and routine trail maintenance.</p>

Strategic Objectives	Action Update
<p>1.5.3 Foster partnerships to promote and protect Waterloo Region's environmentally sensitive lands (e.g. <i>rare</i> Charitable Research Reserve, Grand River Corridor, Conservation Easements, potential land trust, etc.)</p>	<p>In 2011, the Community Environmental Fund was established, incorporating the former Environmental Stewardship Fund. The application package was circulated in late 2011 and the Environmental Stewardship and Environmental Sustainability grants were approved by Council in winter and spring of 2012. Many of the projects are now underway, and some have been completed.</p> <p>Exploratory work on the potential Land Trust has yet to be initiated.</p>
<p>1.5.4 Work in partnership with various stakeholders to develop policies, and programs to provide shade (e.g. tree canopy) in our communities.</p>	<p>The Region has been working in partnership with area municipalities, local school boards, and community organizations to develop policies and programs to provide shade (e.g., tree canopy) in our communities. From the outset of the shade policy initiative, it was recognized that no single agency could bring about all necessary changes to the tree canopy. The ongoing collaboration reflects the fact that shade policy is a convergence of several objectives in the strategic plan: cancer prevention, urban air quality, and the design of streets and public places.</p>





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

What are we doing?

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.

What have we done?

Strategic Objectives	Action Update
2.1. Encourage compact, livable urban and rural settlement form.	
<p>2.1.1 Implement a sustainable Brownfield Program to promote the redevelopment of previously contaminated sites.</p>	<p>In October 2006, Regional Council approved the framework for a Regional Brownfields Financial Incentive Pilot Program (now referred to as the Brownfields Financial Incentive Program or BFIP) to promote the redevelopment of previously contaminated sites. There has been significant interest in the program by the private sector and the program is proving to be successful in helping to achieve these goals. Overall, 18 applications have been approved and approximately \$1.7 million in assistance has been provided to date through the BFIP program's three components. This has contributed to the potential remediation and redevelopment of 11 sites within the Cities of Cambridge, Kitchener and Waterloo. In addition, approximately 285 new residential units and 441,000 sq. feet of non-residential space have been redeveloped (with building permits valued at approximately \$50.5 million).</p> <p>The Region and Area Municipalities have successfully collaborated on three major joint Tax Increment Grant (TIG) applications for the projects known as The Tannery District (Kitchener), Waterscape on the Grand River (Cambridge) and 750 Lawrence St. (Cambridge). The Tannery District (winner of the 2011 CUI Brownie award for best project) is a highly successful adaptive reuse project that transformed a contaminated manufacturing facility into a mixed used complex now employing approximately 1000 people. Waterscape on the Grand River (winner of a 2010 CUI Brownie Award) resulted in the redevelopment of an extremely challenging underutilized and environmentally impacted site into 113 new residential units and the potential for additional residential and hotel/convention space in the future. Lastly, the TIG for 750 Lawrence Street allowed for the remediation of a long-term brownfield site and its renewal as a 103 townhouse infill development.</p> <p>In February 2012, staff provided an update on the Brownfields Financial Incentive Pilot Program (BFIP) (please see Report No. P-12-009/F-12-016). This report provided more detailed information regarding the status of the BFIP implementation and approved funding, and an overview of experience gained through the implementation of the BFIP to date. It also outlined next steps with respect to the development of a sustainable financial incentive funding model for the program and the ongoing collaborative efforts between the Region and area municipalities. The future of the program is dependent upon securing sustainable funding.</p>
<p>2.1.2 Work with area municipalities to develop and</p>	<p>Staff are working with the Area Municipalities to develop a comprehensive Reurbanization Strategy to promote intensification and reurbanization within existing urban areas. This Strategy will assist in the implementation of several key policy directives, including the Growth Plan for the Greater Golden Horseshoe (2007) and</p>

Strategic Objectives	Action Update
implement a comprehensive strategy to promote intensification and reurbanization within existing urban areas.	<p>the Regional Official Plan (2009). Coordination and consultation with Area Municipal partners is ongoing, with a follow-up report for Council consideration anticipated by early 2013.</p> <p>The Central Transit Corridor Community Building Strategy is well underway and expected to be complete by the end of 2012. This will be a key document in guiding the future preparation of Station Area Plans by area municipalities.</p> <p>Other key initiatives include the creation of the Re-urbanization Community Advisory Panel and the review of the Brownfields Financial Incentive Pilot Program. Co-ordination and consultation with area municipal partners is ongoing, with a follow-up report for Council consideration anticipated for early 2013.</p>
2.2 Develop, optimize and maintain infrastructure to meet current and projected needs.	
2.2.1 Continue to prioritize and implement capital program projects required to meet community needs and ensure sustainability.	Capital investment in the Region's infrastructure projects is resulting in delivery of high quality facilities which meet the needs of the community while mitigating adverse impacts to both the social and natural environments. The Region continues to undertake construction projects as scheduled in the 2012 Ten Year Transportation Capital Program, Ten Year Water Capital Program, Ten Year Wastewater Capital Program and Ten Year Waste Management Capital Program.
2.2.2 Develop and implement a comprehensive asset management strategy to achieve optimal long-term value from regional infrastructure.	In 2011, the Region initiated an Asset Management project to make asset management principles a consideration in all decisions related to Regional facilities and develop a consistent, sustainable and documented approach to asset management. Consultant services have been retained to provide consulting services for the Asset Management Strategy Project for the Transportation and Environmental Services (TES) Department and the Facilities Management and Fleet Services Divisions. The infrastructure operated and managed by TES (Transportation (Roads and Airport), Water Services and Waste Management Divisions) and the Facilities Management and Fleet Services Divisions represents the vast majority of assets owned by the Region.
2.2.3 Complete the Regional Development Charge By-law Review and Update.	The Regional Development Charge (RDC) is a significant component of the Region's Capital Financing Program and the current RDC By-law expires in July 2014. This is an important mechanism for ensuring availability of adequate funding for the Region's infrastructure expansions needed to accommodate future growth. In the fall of 2012, a Request for Proposals for consulting services will be issued for the preparation of the required Background Study. It is expected that the review will be completed and a new RDC By-law approved in 2013.
2.3 Support a diverse, innovative and globally competitive economy.	
2.3.1 Advance New East Side Employment Lands toward Development Readiness.	In order to advance new East Side employment lands toward development readiness, a Master Environmental Servicing Plan (MESP) and Community Plan are being developed. The MESP is being co-managed by the City of Cambridge and the Grand River Conservation Authority (GRCA). The primary focus of the MESP is on the lands designated in the new Regional Official Plan as Prime Industrial Strategic Reserve (PISR). This work will advance the lands through the Environmental Assessment (EA) process towards development readiness for new employment opportunities. Representatives from the Region, GRCA, City of Cambridge, City of Kitchener, Township of Woolwich and Region of Waterloo International Airport have worked to understand the high level financial feasibility of developing the East Side lands, prepared a background report, advanced the Freeport Creek sub-watershed study and developed servicing and transportation options. To date, two public information centres have been held to introduce the project and to seek public input. It is anticipated the MESP will be finalized by the end of 2012 and will ultimately include

Strategic Objectives	Action Update
	transportation, environmental, servicing, sub-watershed and community planning information.
<p>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.)</p>	<p>The Region continues to provide financial support to various organizations that promote economic development, including:</p> <ul style="list-style-type: none"> • Canada's Technology Triangle (CTT) • Waterloo Region Tourism Marketing Corporation (WRTMC) • Creative Enterprise Initiatives (CEI) • Communitech <p>The Region also has a number of ongoing collaborative initiatives with the University of Waterloo, Wilfrid Laurier University and Conestoga College and is working with Communitech to promote innovative uses of information technology within Regional programs.</p>
<p>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).</p>	<p>In order to strengthen the coordination and implementation of economic development activities in Waterloo Region, area municipalities and the Region have engaged a consultant to review the roles and responsibilities of various organizations involved in economic development. This review will help to identify any significant overlaps and gaps and recommend alternate approaches to strengthen the overall approach to economic development in Waterloo Region. The consultant's report is expected in late 2012.</p>
<p>2.4 Promote and enhance arts, culture and heritage.</p>	
<p>2.4.1 Work with the Creative Enterprise Enabling Organization, area municipalities and others to strengthen the arts and culture sector.</p>	<p>Through the 2012 budget process, Regional Council allocated \$33,000 to Canadian Enterprise Initiatives (CEI) for investment in the cultural sector. This has been matched with private sector funding, and has helped to fund the provision of low-rent working space for artists in the region. Also in 2012, through meetings with area municipal CAOs and the Creative Enterprise Initiative, several scenarios for changing the Region's involvement in funding cultural organizations were explored, with the consensus being to refine the current approach. As approved by Council on October 3, 2012 and subject to approval through the 2013 budget process, the refined approach includes: funding for core arts and culture organizations from 2013 through 2015; funding for collaborative initiatives proposed by at least three art galleries; and annual funding in the amount of the previous year's allocation plus \$1 per capita of population increase to flow through Creative Enterprise Initiative in support of local arts and culture organizations.</p> <p>A second element of this initiative is to jointly develop a community-based cultural development project. In August 2012, CEI submitted an application for funding a project to collect, document and map detailed artist, venue and cultural attraction data which would involve funding and support from all municipalities. Further work is needed to review and refine the Region's role in arts and culture.</p>
<p>2.4.2 Provide opportunities to optimize the use of Regional cultural</p>	<p>Waterloo Region Museum is developing marketing strategies and implementation plans for specific growth markets including:</p> <ul style="list-style-type: none"> • Curriculum-based education programs; • Casual visitation from within Waterloo Region;

Strategic Objectives	Action Update
<p>facilities, with a focus on the new Waterloo Region Museum.</p>	<ul style="list-style-type: none"> • Ontario travel and tourism within a four hour drive of Waterloo Region; • Inbound travel via the group tour market. <p>It is projected that Waterloo Region Museum will see 72,000 visitors in 2012, an 80% increase over typical usage prior to completion of the new museum building and galleries.</p> <p>Community collaborative marketing efforts to promote and enhance arts, culture and heritage have had some initial success. For example the Kitchener-Waterloo Art Gallery, Clay and Class Gallery and Cambridge Galleries saw a 25% increase in summer attendance (32,544 in 2012 compared with 26,070 in 2011). The Region has also increased its grants and operational funding of external arts, culture and heritage organizations by 5% in 2012 over 2011.</p>
<p>2.4.3 Establish a Regional Heritage Conservation Toolbox.</p>	<p>The Heritage Planning Advisory Committee (HPAC) has investigated various tax supported funding tools that are available to support heritage conservation, and has written a summary memo recommending 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> <p>Public consultation on the Cultural Heritage Landscape Implementation Guideline was held from August to October 2012; recommendations for final approval are anticipated in spring 2013. The Implementation Guidelines for Regionally Significant Heritage Resources and Archeology will be drafted and submitted for public consultation in 2013.</p> <p>Identification of regionally significant heritage resources is on-going. To date, bridges and public buildings have been assessed.</p> <p>A Heritage Conservation Toolbox webpage has been created on the Region's website to consolidate these and other heritage information resources.</p>





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

What are we doing?

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 2031, that defines how the transportation system will grow and change in the coming decades.

What have we done?

Strategic Objectives	Action Update
3.1 Implement a Rapid Transit System in the Central Transit Corridor fully integrated with an expanded conventional transit system.	
<p>3.1.1 Develop an implementation plan for rapid transit including corridor and station area planning.</p>	<p>Revenue service for Stage 1 of Light Rail Transit (LRT) is expected to begin in 2017.</p> <p>Revenue service for Adapted Bus Rapid Transit (aBRT) is expected to begin in late 2014/early 2015.</p> <p>The Request for Qualifications for the project will be issued in 2012. Subsequently, a short-list of bidders will be identified by early 2013.</p> <p>A Request for Proposals (RFP) will be issued to the short-listed teams around March 2013. The RFP stage will be roughly five to seven months long with submissions anticipated by fall 2013.</p> <p>This phase will be completed with the selection of a team by late 2013/early 2014. The Region would then proceed with the financial and commercial close with the selected team, expected to be completed by late spring 2014. A notice to proceed for construction will be given thereafter. Construction for this project is expected to begin in summer 2014.</p> <p>Staff is currently negotiating with Metrolinx to purchase Light Rail vehicles along with the opportunity to test pilot vehicles in the Region.</p> <p>Subject to successful discussions and subsequent Council approval, the pilot testing could begin in 2015. Stage 1 of the LRT project will be completed by 2017.</p> <p>aBRT is expected to begin in late 2014/early 2015.</p>
<p>3.1.2 Expand the bus network (Conventional Transit) and begin to integrate it with the future Rapid Transit System.</p>	<p>The comprehensive redesign of the transit network is based on a series of express corridors that connect with rapid transit. The GRT 2011–14 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 service.</p> <p>Beginning in 2014, a business plan will be developed for the 2015 – 2018 period that will include a review of proposed route designs and priorities for express corridor implementation before completion of the LRT system. Data from the Transportation Tomorrow Survey (TTS), expected in 2013, will be used to update the redesigned</p>

Strategic Objectives	Action Update
	network.
<p>3.1.3 Develop and implement programs to improve access to and awareness of public transit (GRT and Mobility Plus).</p>	<p>In order to improve access to and awareness of GRT and Mobility Plus best practices have been researched, stakeholders have been consulted and training and resources have been created. The training has been developed in order assist the public who have barriers to learning to ride the bus independently and in 2012 will target MobilityPLUS customers and new Canadians. Seniors, students and people living with disabilities not eligible for MobilityPLUS will commence in 2013.</p> <p>By 2013, all GRT buses will be accessible to people with mobility challenges. Drivers lower the front of the bus to the height of the curb to make it easier to walk right in. A ramp can also be extended onto the sidewalk so that customers can drive their wheelchair or small scooter easily onto the bus, and park in the priority seating area reserved for customers with a disability. There are no stairs to climb on these low-floor buses.</p>
<p>3.2 Develop, promote and integrate active forms of transportation (cycling and walking).</p>	
<p>3.2.1 Work with Local Municipalities and other stakeholders to develop an integrated and safe network of regional, local and off-road cycling and walking routes.</p>	<p>Walk Cycle Waterloo Region is an Active Transportation Master Plan to guide the implementation of cycling and walking in the Region for the next 20 years to achieve modal share targets set out in the Regional Transportation Master Plan (RTMP). The RTMP targets more than double the walking and cycling modes on Regional roads over the next 20 years.</p> <p>Walk Cycle Waterloo Region brings together several areas of interest in a comprehensive action plan. The areas include:</p> <ul style="list-style-type: none"> • “Green” policy chapter for the design and guidance of new pedestrian and cycling infrastructure; • Cycling and pedestrian networks along with prioritization for implementation and financing strategies; • A recommended winter network, signage strategy, behavioural shift program, performance monitoring and pilot projects. <p>The plan is currently in draft form. Public consultations took place in the fall of 2012 on the draft plan.</p>
<p>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.</p>	<p>The TravelWise Transportation Management Association (TMA) was officially launched in partnership with the three cities, local businesses and post secondary institutions in January 2012. The TMA began with 15 member organizations in January and has grown to 17 as of July 2012. Over 660 registered employees of these organizations are actively participating in TMA services such as the GRT corporate discount transit passes. Initial success of the TMA has generated interest from additional organizations that are requesting membership and is expected to grow to 20 by 2015.</p>
<p>3.3 Optimize existing road capacity to safely manage traffic throughout Waterloo Region.</p>	
<p>3.3.1 Identify and address priority transportation bottlenecks to reduce road congestion and improve safety (e.g. roundabouts, queue</p>	<p>The Region is continually reviewing the Regional road network to identify specific areas where congestion and operational issues are occurring. These locations are prioritized on an annual basis and solutions are then developed and implemented. One of the activities to improve road safety is a Roundabout Essentials community education campaign which includes a new roundabout training video. This video was launched in 2012 and teaches the public the essential skills in order to drive a roundabout properly, safely and easily.</p>

Strategic Objectives	Action Update
jump lanes for transit, turn lanes at signalized intersections, etc.).	
3.3.2 Implement proven roadway safety strategies and education to enhance the safety of our roadways.	Staff has completed and provided Regional Council the 2011 annual collision report in September 2012. This report identified specific priority roadway segments that will be considered for potential safety “countermeasures”. A new education program related to roundabouts was released in July, 2012 and a new radio ad began airing in September 2012 to help mitigate pedestrian collisions in the last quarter of 2011.
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.	Work is continuing on the many studies and initiatives to prepare the King/Victoria Transit Hub site ready for redevelopment over the next few years. The Hub will be a central transportation node on the Regional Rapid Transit (RT) line and serve as an iconic site with high quality, high density, mixed-use land development. It is located on the north-east quadrant of the intersection of King and Victoria Streets. Property acquisition is nearly complete. Two buildings on the site have been demolished to date. Environmental work is underway, as are a number of studies to include market scoping, business case, environmental assessments for both the transit infrastructure and the closure of Waterloo Street, planning justification, heritage impact assessment, noise and vibration, and urban design. The Region has submitted a formal application to the City of Kitchener to change its Official Plan and Zoning Bylaw to allow for the full range of land uses we may want to consider at the site.
3.4.2 Actively participate in the Ministry of Transportation’s long term strategic plan for South Central Ontario.	Ontario’s Ministry of Transportation (MTO) has initiated the data collection component of this study. A survey for post-secondary students’ travel characteristics has been completed. A passenger car Origin-Destination survey and traffic count program on provincial highways has been initiated and will be completed in fall 2012. A survey of commercial vehicles has also been completed and the data is being analyzed. This data is required as input to MTO’s long term strategic plan for South Central Ontario (Waterloo, Wellington, Brant). The data will also supplement the Region of Waterloo’s travel forecasting model. Development of the strategic plan is expected to begin in 2013 and be complete by spring 2015.

Strategic Objectives	Action Update
<p>3.4.3 Advocate for improved Rail service to Kitchener and Cambridge.</p>	<p>GO Bus service was introduced to Cambridge, Kitchener and Waterloo on October 31, 2009. GO Rail service began on December 19, 2011. VIA Rail recently announced reductions in service to Kitchener and details are forthcoming.</p> <p>The Region introduced a shuttle that connects passengers between the Charles Street Terminal to the train station. In addition, a co-fare has been implemented with GO Transit so that users can get a reduced fare on GRT buses.</p> <p>The completion of the King/Victoria Transit Hub will further integrate GRT, GO Transit, VIA and other inter-regional modes of transportation.</p> <p>The 2009 Cambridge to GTA Rail Passenger Feasibility Study identified the existing train station located on Malcolm Street near Water Street as a possible central Cambridge GO Transit rail station. This site and others will be considered for a multi-modal transportation hub as part of the Phase two LRT Transit Project Assessment for the Fairview Mall to Ainslie Street section scheduled for 2014.</p> <p>Staff will continue to work with GO Transit and VIA Rail to pursue opportunities to increase inter-regional bus and rail passenger service to Waterloo Region.</p>
<p>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.</p>	<p>Staff continues to develop airport marketing strategies to increase use of existing services provided by airlines and businesses at the airport as well as attract new airlines and businesses.</p> <p>American Airlines started their new non-stop service to Chicago on June 14, 2012. The development of a new Airport Master Plan is scheduled to start in fall 2012 and will be completed over a two to three year period.</p>

**Focus Area 4: Healthy and Inclusive Communities:
Foster healthy, safe, inclusive and caring communities.**



What are we doing?

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.

What have we done?

Strategic Objectives	Action Update
4.1 Work collaboratively to reduce poverty.	
<p>4.1.1 Develop and implement the Region of Waterloo's comprehensive approach to poverty reduction.</p>	<p>While the corporate-wide Comprehensive Approach is being shaped by the Regional Poverty Reduction Steering committee (RPRSC), input has been sought from a number of groups including: a Regional staff working group, community reference groups, staff consultations and a community forum. The involvement of existing community reference groups provided an opportunity for key stakeholders, including people living in poverty, to be involved and informed in the process to develop the Comprehensive Approach to poverty reduction.</p> <p>The RPRSC has considered action ideas generated through the consultation process and further developed key poverty reduction actions for consideration and review. Staff are preparing the Comprehensive Approach to Poverty document. The final report is to be considered by Council in December 2012.</p>
<p>4.1.2 Continue to collaborate with community partners in broad based efforts to reduce poverty.</p>	<p>The Region continues to participate in local initiatives to reduce poverty including STEP Home Waterloo Region Shares, Rural Realities Network Community Outreach Program and the Counselling Collaborative. Through the provision of funding for Opportunities Waterloo Region, there was local implementation of the Canada Learning Bond and free income tax clinics for those living on a low income. The Region also continues to participate in a number of networks and partnerships, the focus of which is the education of poverty.</p>
4.2 Foster healthy living through information, education, policy development and health promotion.	
<p>4.2.1 Work with community partners to improve harm reduction and prevention programming for substance misuse.</p>	<p>To date, the Region has completed the literature review and background documentation to support the completion of the Integrated Drug Strategy which provides the template and purpose for community involvement.</p> <p>Start up of the community based harm reduction advisory group is projected for the fall of 2012. The work of the group will be focused on the community at large.</p>
<p>4.2.2 Establish and co-ordinate a Healthy Communities Partnership in Waterloo Region to take action regarding three community identified</p>	<p>The Waterloo Region Healthy Communities Partnership 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.</p> <p>The Region has established and coordinated a Healthy Communities Partnership to take action regarding three community identified priorities: healthy eating, physical activity, and mental health promotion. The Waterloo</p>

Strategic Objectives	Action Update
<p>priorities: healthy eating, physical activity, and mental health promotion.</p>	<p>Region Healthy Communities Partnership 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. Based on feedback from a community consultation process, the partnership has decided to focus on three policy areas: healthy eating, physical activity, and mental health. In January 2012, the partnership secured funds from the Ministry of Health and Long-Term Care (MOHLTC) to complete three projects to advance the policy goals of its partner networks.</p>
<p>4.2.3 Plan and implement a Youth Engagement Initiative to inform and direct youth-based health promotion work.</p>	<p>Health promotion projects to engage youth have placed a focus primarily on tobacco use prevention, as well as other correlated chronic disease and injury prevention risk factors this past year. For the remainder of 2012 and 2013, youth volunteers will continue to develop campaigns that focus on changing youth behaviours and perception toward tobacco; including smoke-free movies and flavoured tobacco. Recruitment of additional youth volunteers is will occur in 2012. In preparation, a recruitment plan and a youth volunteer orientation manual have been developed.</p>
<p>4.3 Enhance local health service delivery by optimizing Emergency Medical Services (EMS) delivery and collaborating with health care partners to support system change.</p>	
<p>4.3.1 Continue to address population growth and demographic changes through the Emergency Medical Services (EMS) Master Plan.</p>	<p>Emergency Medical Services (EMS) is currently in the fifth year of a 25 year plan with staffing increases dependent on Council approval each budget cycle. The plan is reviewed regularly through our System Performance reports to the Community Services Committee and a new Response Time Performance Plan was approved by Council in October. Year-to-date (Jan-Oct), the Region-wide emergency response time is 12 minutes 09 seconds or less 90% of the time, a reduction of 15 seconds over the 2011 value.</p>
<p>4.3.2 Advocate and support health care system changes to reduce EMS offload delays in area hospitals.</p>	<p>EMS continues ongoing advocacy with hospital senior administrators, the Ministry of Health and Long Term Care, Local Health Integration Network (LHIN) and Community Care Access Centre (CCAC) to support health care system changes to reduce EMS offload delays in area hospitals. Year to date, Offload Delays have stabilized at 2011 levels.</p>
<p>4.4 Enhance community safety and crime prevention.</p>	
<p>4.4.1 Work with the Crime Prevention Council to develop an Integrated Drugs Strategy.</p>	<p>The Waterloo Region Integrated Drugs Strategy (WRIDS) aims to prevent, reduce and/or eliminate problematic use of alcohol, prescription medication, and illicit substances. The WRIDS provides a roadmap of where the community wants to go and how we plan to get there.</p> <p>The strategy was developed by a 26-member task force who met over two and a half years and brought forth 99 recommendations to make Waterloo Region safer and healthier. The strategy was approved in principle by the Waterloo Region Crime Prevention Council (WRPCPC) in December 2011.</p> <p>Several recommendations are being implemented including research and education recommendations. Presentations about the strategy that aim to engage the local community are on-going. Efforts are underway at both WRCPC and Waterloo Region Public Health to provide structure and resources for implementation, including the establishment of a formal Implementation Steering Committee by WRCPC.</p> <p>The success of the strategy depends on the involvement of citizens, service providers, funders and government to dedicate time and resources towards implementing recommendations that are informed by good science and the collective wisdom of the community.</p>

Strategic Objectives	Action Update
<p>4.4.2 Work with the Crime Prevention Council to develop and implement the Street Gang Prevention Project.</p>	<p>The Waterloo Region Crime Prevention Council received nearly \$3.8 million over 45 months from the National Crime Prevention Strategy for a collaborative gang prevention project involving several community partners. The project is called “inREACH” and is a youth gang prevention program for Waterloo Region. The program is designed to work with youth between the ages of 13-24 who are involved in gang activity or at-risk of being involved in gang activity. To date, inREACH has made significant strides and all three of phases of the project have been successfully implemented. Council will encourage the federal government to continue to financially support the inReach program of the Waterloo Region Crime Prevention Council.</p> <p>inREACH is a community collaborative with multiple project partners listed below:</p> <ul style="list-style-type: none"> • House of Friendship • Mosaic Family Counselling • Preston Heights Community Group • Kinbridge Community Association • Waterloo Regional Police Services • Reaching Our Outdoor Friends (ROOF) • John Howard Society • St Mary’s Counselling Services • Lutherwood • Waterloo Region District School Board • Waterloo Catholic District School Board • Region of Waterloo (Waterloo Region Crime Prevention Council) <p>There are also many referral, project committee and community partners who provide in-kind support to the project who have not been listed.</p>
<p>4.5 Work collaboratively to increase the supply and range of affordable housing and reduce homelessness.</p>	
<p>4.5.1 Update and implement the Homelessness to Housing Stability Strategy.</p>	<p>The All Roads Lead to Home: The Homelessness to Housing Stability Strategy of Waterloo Region update process began in early 2011. The updated strategy, once completed, will consist of two components; a Policy Framework which will provide a common point of reference and guidelines for thinking about how to end homelessness and an Action Framework which identifies what needs to change, how change should be supported and what measures should be used for evaluating the impact of change over time. The Policy Framework was completed in January 2012 and was endorsed by 29 organizations and groups including Regional Council. The Strategy Action Framework will go forward to Regional Council in fall 2012.</p>
<p>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.</p>	<p>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. By the end of 2011, the Region had developed 382 units (75 per cent) towards the 500-unit goal, including 284 affordable rental and supportive housing units and 98 affordable homeownerships. On March 8, 2012, Regional Council approved five new priority projects representing up to 70 new affordable rental and supportive housing units throughout the region. This would bring the AHS total to 452 new units created, representing 90 per cent of the 500-unit goal. By the end of 2011 there are 3,280 active households on the waiting list.</p>

Strategic Objectives	Action Update
4.6 Collaborate with the community to support the development of services for children.	
<p>4.6.1 Develop and implement an Early Years System Plan (Children’s Strategy).</p>	<p>In 2011 the Region of Waterloo Children and Parent Services committee endorsed a decision to expand the mandate from 0-6 to 0-12 yrs with the potential of expanding up to 18 yrs of age. This change in mandate and movement to a larger planning body was supported by the community through two planning forums held in 2011. The new committee is now called The Children’s Planning Table. A terms of reference, mandate, vision and planning principles were developed early in 2012. The purpose is to serve as an integrated planning table for early years services from pre-birth to 12 years of age. The current membership has representation from over 40 agencies, meetings are conducted in an open forum format with attendance ranging from 65 to 150 participants.</p> <p>Four meetings were scheduled for 2012 with a focus on developing a common knowledge and understanding of service system integration. To date members have heard about other community approaches to system integration, evaluation and research and provided input into general areas of focus that will shape the development of a plan in 2013.</p>
<p>4.6.2 Work with the Boards of Education to implement the Provincial Early Learning Framework.</p>	<p>In September 2012, this project will enter into phase three. During this phase 49 per cent of all elementary schools in Waterloo Region will transition to offer full-day kindergarten.</p> <p>Children’s Services has worked with local school boards to support the transition and to develop strategies that mitigate some of the impact on licensed early learning and child care operators. This initiative greatly expands the availability of before and after school programs for four to seven year olds.</p> <p>In addition, Waterloo Region District School Board will be offering before and after school programs for 8-12 year olds called Youth Development Programs. This program is unique in the province and has been developed in consultation with Children’s Services, Ministry of Education and Conestoga College’s Recreation Worker Program.</p>
<p>4.6.3 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.</p>	<p>The Healthy Babies Healthy Children program will be changing in response to the Ministry of Child and Youth Services (MCYS) direction, including a change to the HBHC screening tool and process used to identify children (prenatal to school entry) at risk for poor development.</p> <p>Since HBHC screening is the first point of universally available screening for healthy child development, this change will impact the early years system for healthy child development screening and assessment overall. While the announcement of the HBHC program changes was made in spring 2011, the release of the revised program protocol and guidelines has been delayed. The date of release of these documents is now anticipated to be summer 2012, although no official date has been announced. This has resulted in a delay in the project timelines and the project is now anticipated to be completed in early 2015.</p> <p>Public Health is currently participating in provincial work groups and validation studies designed to inform MCYS decisions regarding changes to the HBHC program requirements across Ontario. Once the HBHC protocol, guidelines and resources are released, work with impacted community partners including local hospitals and primary care providers and the Children’s Planning Table, will</p>

Strategic Objectives	Action Update
	begin to further streamline the process to identify families of children (prenatal to entry to school) at risk for poor development outcomes and link them to appropriate supports and programs.
4.7 Collaborate with the community to support older adults to live healthy, active lives.	
4.7.1 Work with area municipalities and community partners to develop a Seniors' Strategy that actively supports the well-being of older adults.	The Region of Waterloo Seniors' Strategy is in the early stages of development. The strategy is being developed by the Region of Waterloo Seniors Advisory Committee. It is anticipated that the completed strategy will be presented to Regional Council for their consideration in spring 2014. The Seniors Advisory Committee hosted a forum on November 5, 2012 to inform the development of the strategy. The forum brought together various seniors committees from across Waterloo Region, staff from the area municipalities and municipal councillors to assist the Seniors Advisory Committee in defining the characteristics of an age-friendly organization and to identify priority areas for the strategy.
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.	Early in 2011 the Social Services department worked in partnership with area municipalities to develop a Region of Waterloo Seniors Advisory Committee that will provide a venue/forum for stakeholder and community input to advance the quality of Regional services for seniors, and providing advice and feedback on Regional policy, planning and services supporting seniors. Regional Council appointed the members to the committee in December 2011 which is co-chaired by Councillor Haalboom and the Commissioner of Social Services. The Seniors Advisory Committee held its inaugural meeting on January 27, 2012 and will continue to meet six times per year.
4.8 Partner with the community to improve programs and services for immigrants/refugees.	
4.8.1 Continue to support the Immigration Partnership in its work to coordinate efforts to attract, welcome and integrate immigrants and refugees in our community.	The Immigration Partnership began its implementation phase in April 2011. Since then, the Immigration Partnership has established a number of action groups and ad hoc task groups to address issues related to settling, working, and belonging in Waterloo Region. One of the successes in the partnership's first year has been the creation of an integrated immigration portal in Waterloo Region. This project involved various divisions such as ITS, Citizen Service, the CAO's office and the Immigration Partnership and is an excellent example of the commitment to collaboration that exists within the Region of Waterloo.





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

What are we doing?

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.

What have we done?

Strategic Objectives	Action Update
5.1 Improve the accessibility of Regional programs and services to support our diverse community.	
<p>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.</p>	<p>A diversity and Inclusion strategy has been developed and approved by Regional Council in June 2012 in order to identify actions that will make the Region's programs, services and workforce more accessible and responsive to our diverse community. Through this project the Region is also working to attract and retain a skilled, talented and diverse workforce in order to better understand the needs of our community.</p>
<p>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.</p>	<p>In order to improve access to regional programs and services, the Region is in the process of developing and implementing the Service First Call Centre (SFCC) which will enable citizens to reach regional programs and services with a single phone number. At this stage in the project there has been significant progress on the development of the SFCC and it is on time and on budget.</p>

Strategic Objectives	Action Update
<p>5.1.3 Implement the standards under the Accessibility for Ontarians with Disabilities Act (AODA) to comply with Provincial regulations.</p>	<p>Work has been completed to implement the standards under the Accessibility for Ontarians with Disabilities Act (AODA) in order to comply with Provincial regulations. There are specific deadlines for implementation between July 1, 2011 and January 1, 2021. Since the release of these standards, a comprehensive and coordinated approach has been developed to implement the requirements. The Region of Waterloo has met all requirements of the standards to date, including:</p> <ul style="list-style-type: none"> • Providing emergency and public safety information in accessible formats to the public upon request. • Providing workplace emergency information to employees with disabilities. • Implementing 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 13 provisions related to conventional and specialized transportation services, including providing identical fare payment options for specialized transit services six months ahead of the required timeline. <p>Over the remainder of the project, resources and training will be developed and implemented to position the Region of Waterloo for continued compliance with the AODA. Also, a corporate accessibility policy has been developed in response to the policy requirements and work is currently underway to develop the Region of Waterloo's first Multi-Year Accessibility Plan.</p>
<p>5.2 Improve satisfaction with Regional programs and services.</p>	
<p>5.2.1 Develop Service Standards and performance targets and initiate improvement plans in selected departments.</p>	<p>In order to improve satisfaction with Regional programs and services the Region is in the process of developing service standards and performance targets to initiate improvement plans in selected departments. Along with these improvement plans a comprehensive citizen/customer service training program for staff is also being developed to offer role-specific training and support necessary to provide excellent service to the community.</p> <p>Through application of the Service Improvement, Planning and Implementation (SIPI) methodology from the Institute for Citizen-Centered Service and research provided by the Citizens First 6 survey conducted from May to July of 2012, this project will work with Regional programs and services to develop service standards and improvement plans based on client needs (both internal and external) and the specific components that drive satisfaction with Regional services.</p>
<p>5.2.2 Implement a comprehensive citizen/customer service training program for staff.</p>	<p>Research on the Public Sector Value Chain indicates that engaged, service-focused employees are essential to the overall goal of achieving the trust and confidence of the public. A comprehensive training program that offers role-specific training based on key service knowledge and behaviours are being created. The training will examine the most effective methods to train different groups of employees such as online, classroom and on the job training. Through this project the Region will provide its employees with the opportunity to acquire the understanding, training and support necessary to provide excellent service.</p>
<p>5.3 Ensure Regional programs and services are efficient and effective and demonstrate accountability to the public.</p>	
<p>5.3.1 Develop a five Year Financial / Budget Plan.</p>	<p>To promote longer term financial viability, the Region will develop a high level 5 year financial forecast during the 2013 budget cycle.</p>

Strategic Objectives	Action Update
<p>5.3.2 Further Integrate Performance Measurement into Regional Programs.</p>	<p>The Region will improve finance target and goal setting by introducing measurable service standards which will be a reference point of how well things are being done and how work areas could improve over time.</p> <p>Performance measures are part of the Budget Issue paper process, allowing the users to link desired outcomes to funding requests.</p>
<p>5.3.3 Continue to undertake Program Reviews based on an enterprise risk management approach.</p>	<p>The Region continues to implement program reviews in order to improve the efficiency and effectiveness of our programs. Since 2011, program reviews have been completed in Facilities, the Region of Waterloo International Airport and the Rent Supplement Program. The Cultural Sites program review began in the summer 2012, and the remaining program reviews will be selected in 2012 and 2013, with a completion date of December 31, 2014. Each of the program reviews will help increase a range of program improvements and efficiencies, including cost savings, changes to policies and procedures, organizational changes, and improved effectiveness and accountability.</p>
<p>5.4 Retain, recruit and develop skilled, motivated and citizen-centered employees.</p>	
<p>5.4.1 Develop and implement actions to support the effective recruitment of employees to the Region.</p>	<p>In order to retain, recruit and develop skilled, motivated and citizen-centered employees, a number of actions have occurred. Several activities have been completed to support the effective recruitment of Regional employees during the past year. The Region piloted recruitment through <i>Facebook</i> 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. 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).</p> <p>In addition, human resources processes to support the hiring of foreign trained professionals has been researched and documented. Currently, Human Resources is conducting research to identify diverse venues to advertise Regional job vacancies.</p>
<p>5.4.2 Implement actions designed to build leadership capacity.</p>	<p>This strategic initiative involves implementing activities that are designed to build leadership capacity in the organization.</p> <p>Several activities have been completed. They include identifying the critical leadership competencies needed for success in a supervisor role, middle manager role and senior leader role at the Region. In addition, a training and development program for supervisors based on the critical leadership competencies that have been identified has been implemented.</p> <p>Human Resources has also developed and piloted a <i>Leadership Capacity Building Program</i> that has been designed to build a pool of candidates for future leadership vacancies in the organization. This program includes a workforce assessment, individual assessment, development planning, gap analysis and retention and recruitment strategies.</p>

Strategic Objectives	Action Update
<p>5.4.3 Conduct an employee survey and take follow-up actions.</p>	<p>This strategic action includes measuring employee engagement through an employee survey, identifying the drivers of employee engagement, as well as taking actions in response to the survey results.</p> <p>The Region conducted its first employee survey in 2008. The 2008 survey initiative engaged employees across our organization in helping to make changes to things that are important to them at work.</p> <p>Resurveying employees is an effective way to monitor and quantify the progress and success of the changes that have been made. A <i>Request for Proposals</i> process was concluded which resulted in a new service provider, Harris/Decima, being selected to conduct the survey.</p> <p>The Region has developed the various elements of the survey project including the survey focus, communication strategy and survey action planning process and will go be implemented throughout the period of November 13 - December 7, 2012.</p>
<p>5.5 Improve awareness of Regional services and facilitate processes for public input and involvement.</p>	
<p>5.5.1 Develop a comprehensive resource guide for public and community stakeholder participation.</p>	<p>Involving the public in discussions on matters that affect them is a fundamental element of a representative democracy.</p> <p>Council will see a policy on public participation in spring 2013. Once this policy is approved, tools, resources and guidelines will be developed. Training will also be provided to Regional employees who consult with the public. Completion of this project is anticipated by late 2013.</p>
<p>5.5.2 Implement webcasting of Regional Council and Standing Committee meetings.</p>	<p>Webcasting of Committee and Council meetings commenced in December 2011 and is ongoing.</p> <p>An update report will be provided to Council with statistics pertaining to viewership, etc.</p>
<p>5.5.3 Explore new ways to increase awareness of Council activities and opportunities for citizens to interact with members of Regional Council.</p>	<p>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:</p> <ul style="list-style-type: none"> • In 2011, the Region hosted two all-Council meetings with area Councillors. • In May 2012, local media were invited to participate in a Council tour of Regional facilities.. • 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. • Councillors' external websites and social media pages (where applicable) have been linked to their Regional web pages.
<p>5.5.4 Enhance external communication to increase awareness of Regional programs and services.</p>	<p>In order to increase awareness of Regional programs and services, a Corporate Communications Master Plan has been developed which identifies key actions to improve communications with the public. One activity outlined in this plan was implemented in July 2012. This action involved the creation of a series of commercials highlighting various Regional services which began airing on local TV stations in July 2012.</p>

Strategic Objectives	Action Update
5.6 Strengthen and enhance partnerships with area municipalities, academia, community stakeholders and other orders of government.	
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.	<p>The three phases of implementation including: Initial Development and Rollout, Review and Refinement and Expansion and Ongoing Evaluation, have been met on time and without budget expenditure.</p> <p>As the implementation wraps up, a report will go to Council in 2012. The report will evaluate the success of the project and include a plan to enhance Open Data at the Region and to further expand the Open Data catalogue.</p>
5.6.2 Develop a corporate volunteer management strategy and work plan.	<p>Project governance and staff resources have been established and work has begun. Following policy development, a work plan to address broader volunteer issues will be created.</p>
5.6.3 Explore opportunities for partnerships with area municipalities in order to improve services.	<p>The Region continues to explore partnership opportunities with area municipalities on an ongoing basis. Specific examples in 2011 and 2012 include the following: The Region and City of Kitchener have developed a call centre partnership. The partnership involves the Region co-locating the new Service First Call Centre with the City's existing call centre. The City of Kitchener is also exploring the option of using the new citizen relationship management (CRM) software recently acquired by the Region.</p>
5.6.4 Host meetings of all area municipal Councillors at least annually to share information and discuss issues of common interest.	<p>The Region hosted two all-council meetings in 2011. Area councillors were also invited to participate in an all-council tour of Regional facilities on May 4, 2012.</p> <p>Planning will soon be underway for the next all-council meeting and/or tour.</p>