



REGIONAL MUNICIPALITY OF WATERLOO ADMINISTRATION AND FINANCE COMMITTEE AGENDA

Tuesday, August 16, 2011
Immediately following Closed Session
(Time is Approximate - 11:00 a.m.)
Regional Council Chamber
150 Frederick Street, Kitchener, Ontario

1. **MOTION TO RECONVENE INTO OPEN SESSION**
2. **DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT**
3. **DELEGATIONS**
4. **REPORTS – Chief Administrative Officer**
 - a) [CA-11-006](#), The 2011-2014 Strategic Plan 1
- REPORTS – Corporate Resources**
 - b) [CR-CLK-11-011](#), 2012 Schedule of Council/Committee Meetings 15
 - c) [CR-CLK-11-012](#), Service First Call Centre Implementation 17
 - d) [CR-CLK-11-016](#), Region of Waterloo Archives Update on Recent Activities 25
- REPORTS – Finance**
 - e) [F-11-056](#), 2012 Budget Process 28
 - f) [F-11-057](#), Options for Paid Parking for Employees 31
5. **INFORMATION/CORRESPONDENCE**
6. **OTHER BUSINESS**
 - a) [Council Enquiries and Requests for Information Tracking List](#) 38
7. **NEXT MEETING – September 6, 2011**
8. **MOTION TO GO INTO CLOSED SESSION**

THAT a closed meeting of the Planning & Works Committee be held on Tuesday, August 16, 2011 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) proposed or pending disposition of land in the Township of Woolwich
- b) proposed or pending acquisition of land in the City of Cambridge
- c) proposed or pending acquisition of land in the City of Cambridge
- d) proposed or pending acquisition of land in the City of Waterloo
- e) proposed or pending acquisition of land in the City of Kitchener
- f) proposed or pending litigation and receiving of legal advice and opinion that is subject to solicitor-client privilege related to a matter before an administrative tribunal

9. ADJOURN



REGION OF WATERLOO

**OFFICE OF THE CHIEF ADMINISTRATOR
Strategic Planning & Strategic Initiatives**

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

DATE: August 16, 2011

FILE CODE: A26-50

SUBJECT: THE 2011-2014 STRATEGIC PLAN

RECOMMENDATION:

THAT the Regional Municipality of Waterloo approve the 2011-2014 Strategic Plan, particularly the Vision, Mission and Values and the 2011-2014 Focus Areas, Strategic Objectives and Priority Actions for the organization as outlined in report CA-11-006.

SUMMARY:

Nil

REPORT:

1.0 BACKGROUND

The Region of Waterloo engages in a Strategic Planning Process for each term of Council. This helps to identify priorities for the next four years, and to ensure the Region is dealing with the most pressing issues in the community. The Strategic Plan provides a framework for other Region of Waterloo plans and initiatives, and guides Council and staff in setting priorities and delivering programs to address the changing needs of our community. It also provides a focus for the organization and ensures there are aligned priorities and common direction over the next four years for Council and staff. The development of the plan has been guided by Regional Council at key milestones, and has been based on significant public and staff consultation as described further below.

2.0 THE STRATEGIC PLANNING PROCESS

2.1 Overview

The Region of Waterloo strategic planning process began in November 2010 and followed a similar approach to previous strategic planning cycles, with a few notable changes. In particular, the current process provided greater opportunities for public input, through public surveys, focus groups, community forums and other mechanisms (as outlined in report CA-11-003). The process also provided opportunities for broader staff and volunteer input, to encourage understanding and support for the Region's strategic priorities.

Key elements of the process included the following:

- Input was gathered from a variety of sources regarding key issues facing the community (November 2010 to February 2011).
- Regional Council considered this input and identified high level priorities for this term of Council (February 18, 2011).
- Based on the Council discussion and public input, five Focus Areas and a number of Strategic Objectives were drafted (February to April 2011). The focus areas and strategic objectives together represent “what” the Region will be focused on achieving over the next four years.
- Council reviewed and revised the draft Strategic Objectives (April 20, 2011).
- Based on the Council endorsed objectives, and ongoing public input, staff identified a number of “actions” needed to achieve the strategic objectives (April to June 2011). The actions identify “how” the Region will work towards achieving the strategic objectives.
- Council reviewed the draft actions and identified several gaps and necessary changes (June 7, 2011).
- Based on the Council direction and additional public input (focus groups and on-line survey), staff have revised the actions and are now presenting the revised plan to Council for approval (June to August, 2011).

2.2 Public Consultation and Engagement

Consultation with the public and staff was a key component in the 2011-2014 strategic planning process and this consultation occurred in two phases. Phase 1 was broad-based and focused on gathering information on the most pressing needs of our community and identified high level priorities or focus areas. Phase 1 took place between November 2010 and mid-February 2011.

Phase 2 explored issues identified in Phase 1 and helped to validate and/or refine the themes generated in Phase 1. Phase 2 also helped to identify more specific objectives and actions in order to achieve the high level priorities identified by Regional Council, based on the Phase 1 input. Phase 2 of the consultation took place from April 2011 to July 2011 following Council’s identification of high level priorities during their February 18, 2011 strategic planning session.

In both phases of the consultation the Region implemented both quantitative and qualitative methods in order to obtain a balance of in-depth as well as quantifiable information. The quantitative method included a statistically representative and reliable telephone survey of 1,160 Waterloo Region residents in November and December 2010. This survey was conducted by ERIN Research which is a national research firm that has an established track record in citizen/customer satisfaction research. The results of this quantitative survey were presented to Council at their February 18, 2011 strategic planning session, and were summarized in Report CA-11-003 (March 8, 2011).

More than 25 focus groups were held with a variety of groups between November 2010 and July 2011. Efforts were made to host sessions and recruit participants from diverse groups in the community especially as they relate to the trends, issues and forecasts for our community. For example, because the Region’s population is aging and growing more ethnically diverse, specific efforts to engage seniors and ethnic populations were implemented. Also, in order to ensure that we heard from all members of our community, we specifically held focus groups with people who may not typically participate without targeted outreach. For example, focus groups were held with post-secondary students, people living with disabilities, people living on a low income and grade 9 and 10 students. These qualitative methods were also implemented in order to allow for more

in-depth discussion and provided the opportunity to probe on questions that were included in the statistically reliable telephone survey.

Overall results indicate that people like living in Waterloo Region. They believe it is a safe community, which has a small town feel with big city advantages. The location of Waterloo Region and the blend and close proximity of rural and urban areas and even the Region's geographical location in relation to other city centres such as Toronto, received considerable positive praise. Being home to two reputable universities and a college was something residents often liked best about living here. Many felt the universities and the technology sector help create an innovative and forward thinking community while at the same time helping the economy.

Like any other growing community, Waterloo Region has its challenges including traffic, managing growth, poverty, the environment, as well as ensuring the services that are provided by the Region meet the growing demands of the population. Although many people cited that they like the sense of community and felt like they were connected to others in their neighbourhoods, for others this was not the case. This was especially noted in more vulnerable groups such as people who were living in poverty and immigrants/refugees.

When asked to describe the most pressing priorities for Waterloo Region, the following were the key themes that emerged from both the qualitative and quantitative methods:

- Getting around the Region – Transportation
- Eliminating poverty
- Creating more and better affordable housing
- Managing growth
- Supporting arts and culture
- Promoting active lifestyles
- Improving services for children, youth and families
- Improving services for seniors
- Increasing inclusion and promoting diversity
- Improving communication and engagement.

Overall, the survey results indicate a high level of satisfaction with Regional programs and services. The results also indicate a number of areas where residents are less satisfied, and identify a number of priorities for the Region to focus on over the next four years.

3.0 REGION OF WATERLOO VISION, MISSION AND VALUES

The Region's Strategic Plan is guided by the organization's vision, mission and organizational values. At its February 18, 2011 session, Regional Council reviewed the Region's vision, mission and values. Council confirmed that these are still relevant and valid, and should continue to form the foundation for the Region's 2011–2014 Strategic Plan.

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.

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.

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

Service: Satisfy and build confidence

We provide excellent public service and strive to understand and meet the needs of all those we serve.

Integrity: Instill Trust

We practice high standards of ethical behaviour and conduct ourselves with an openness and transparency that inspires trust.

Respect: Value and recognize

We create an environment where people are included, valued and treated with dignity.

Innovation: Make ideas happen

We foster an environment of leadership, excellence and creativity.

Collaboration: Involve and engage others

We build internal and external relationships to achieve common goals and resolve differences.

4.0 2011 – 2014 FOCUS AREAS, STRATEGIC OBJECTIVES AND ACTIONS

In order to achieve the vision of an inclusive, thriving and sustainable community, five focus areas have been developed for the 2011–2014 term of Council. For each focus area, strategic objectives have been identified in order to add clarity to the focus areas, describe the overall intent and direction of the focus areas, and help staff align their work to the Focus Areas. The strategic objectives define “what” the Region is trying to accomplish in that area of focus. In order to move these strategic objectives forward, specific actions have been developed, which identify “how” the Region will achieve the strategic objectives. It is important to note that these actions are not intended to be an inclusive list of everything the Region does in the community. Rather, the actions identify new or ongoing initiatives that the organization needs to focus on in order to ensure it is responding to the priorities identified by Council and the community throughout the strategic planning process.

Ongoing partnerships and dialogue with area municipalities, partner organizations, other orders of government, citizens and customers of Regional services will be key to the Region's success in these focus areas.

4.1 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.

Strategic Objectives	Actions
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>1.1.2 Implement the Region's green purchasing initiative to promote and encourage the use and purchase of environmentally responsible products.</p>
1.2 Reduce greenhouse gas emissions and work to improve air quality.	<p>1.2.1 Implement the Action Plan to reduce greenhouse gas emissions from Regional operations.</p> <p>1.2.2 Assist in development and implementation of a Community Greenhouse Gas (GHG) Action Plan and Reduction Target.</p> <p>1.2.3 Develop an Energy Reduction Plan for Water and Wastewater facilities.</p> <p>1.2.4 Pilot test technology to reduce idling in Regional fleet.</p>
1.3. Reduce the amount of waste going to landfill.	<p>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.</p> <p>1.3.2 Evaluate and consider enhancements to the Green Bin/Green Cart Program.</p>
1.4 Protect the quality and the quantity of our drinking water sources.	<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>1.4.2 Integrate the Provincial Water Protection Strategy & Regional Source Protection Plan to minimize the risk of historic, existing and future land uses on municipal water supplies.</p> <p>1.4.3 Update and continue to implement the Water Efficiency Master Plan.</p>
1.5 Restore and preserve green space, agricultural land and sensitive environmental areas.	<p>1.5.1 Develop Implementation Guidelines for Environmental Impact Statements under the new Regional Official Plan.</p> <p>1.5.2 Complete operating plans for all Regional Forests.</p> <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>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>

**4.2 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.

Strategic Objectives	Actions
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>2.1.2 Work with area municipalities to develop and implement a comprehensive strategy to promote intensification and reurbanization within existing urban areas.</p>
2.2 Develop, optimize and maintain infrastructure to meet current and projected needs.	<p>2.2.1 Continue to prioritize and implement capital program projects required to meet community needs and ensure sustainability.</p> <p>2.2.2 Develop and implement a comprehensive asset management strategy to achieve optimal long-term value from regional infrastructure.</p> <p>2.2.3 Complete the Regional Development Charge By-law Review and Update.</p>
2.3 Support a diverse, innovative and globally competitive economy.	<p>2.3.1 Advance New East Side Employment Lands toward Development Readiness.</p> <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>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>
2.4 Promote and enhance arts, culture and heritage.	<p>2.4.1 Work with the Creative Enterprise Enabling Organization, area municipalities and others to strengthen the arts and culture sector.</p> <p>2.4.2 Provide opportunities to optimize the use of Regional cultural facilities, with a focus on the new Waterloo Region Museum.</p> <p>2.4.3 Establish a Regional Heritage Conservation Toolbox.</p>

**4.3 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 2031, that defines how the transportation system will grow and change in the coming decades.

Strategic Objectives	Actions
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>3.1.2 Expand the bus network (Conventional Transit) and begin to integrate it with the future Rapid Transit System.</p> <p>3.1.3 Develop and implement programs to improve access to and awareness of public transit (GRT and Mobility Plus).</p>
3.2 Develop, promote and integrate active forms of transportation (cycling and walking).	<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>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>
3.3 Optimize existing road capacity to safely manage traffic throughout Waterloo Region.	<p>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.).</p> <p>3.3.2 Implement proven roadway safety strategies and education to enhance the safety of our roadways.</p>
3.4 Encourage improvements to inter-city transportation services to and from Waterloo Region.	<p>3.4.1 Implement the multimodal transportation hub at Victoria and King Streets.</p> <p>3.4.2 Actively participate in the Ministry of Transportation's long term strategic plan for South Central Ontario.</p> <p>3.4.3 Advocate for improved Rail service to Kitchener and Cambridge.</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>

**4.4 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.

Strategic Objectives	Actions
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>4.1.2 Continue to collaborate with community partners in broad based efforts to reduce 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>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.</p> <p>4.2.3 Plan and implement a Youth Engagement Initiative to inform and direct youth-based health promotion work.</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>4.3.1 Continue to address population growth and demographic changes through the Emergency Medical Services (EMS) Master Plan.</p> <p>4.3.2 Advocate and support health care system changes to reduce EMS offload delays in area hospitals.</p>
4.4 Enhance community safety and crime prevention.	<p>4.4.1 Work with the Crime Prevention Council to develop an Integrated Drugs Strategy.</p> <p>4.4.2 Work with the Crime Prevention Council to develop and implement the Street Gang Prevention Project.</p>
4.5 Work collaboratively to increase the supply and range of affordable housing and reduce homelessness.	<p>4.5.1 Update and implement the Homelessness to Housing Stability Strategy.</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>

Strategic Objectives	Actions
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>4.6.2 Work with the Boards of Education to implement the Provincial Early Learning Framework.</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>
4.7 Collaborate with the community to support older adults to live healthy, active lives.	<p>4.7.1 Work with area municipalities and community partners to develop a Seniors Strategy that actively supports the well-being of older adults.</p> <p>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.</p>
4.8 Partner with the community to improve programs and services for immigrants/refugees.	<p>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.</p>

**4.5 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.

Strategic Objectives	Actions
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>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>5.1.3 Implement the standards under the Accessibility for Ontarians with Disabilities Act (AODA) to comply with Provincial regulations.</p>
5.2 Improve satisfaction with Regional programs and services.	<p>5.2.1 Develop Service Standards and performance targets and initiate improvement plans in selected departments.</p> <p>5.2.2 Implement a comprehensive citizen/customer service training program for staff.</p>
5.3 Ensure Regional programs and services are efficient and effective and demonstrate accountability to the public.	<p>5.3.1 Develop a five Year Financial / Budget Plan.</p> <p>5.3.2 Further Integrate Performance Measurement into Regional Programs.</p> <p>5.3.3 Continue to undertake Program Reviews based on an enterprise risk management approach.</p>
5.4 Retain, recruit and develop skilled, motivated and citizen-centered employees.	<p>5.4.1 Develop and implement actions to support the effective recruitment of employees to the Region.</p> <p>5.4.2 Implement actions designed to build leadership capacity.</p> <p>5.4.3 Conduct an employee survey and take follow-up actions.</p>
5.5 Improve awareness of Regional services and facilitate processes for public input and involvement.	<p>5.5.1 Develop a comprehensive resource guide for public and community stakeholder participation.</p> <p>5.5.2 Implement webcasting of Regional Council and Standing Committee meetings.</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>

Strategic Objectives	Actions
	<p>5.5.4 Enhance external communication to increase awareness of Regional programs and services.</p>
<p>5.6 Strengthen and enhance partnerships with area municipalities, academia, community stakeholders and other orders of government.</p>	<p>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> <p>5.6.2 Develop a corporate volunteer management strategy and work plan.</p> <p>5.6.3 Explore opportunities for partnerships with area municipalities in order to improve services.</p> <p>5.6.4 Host meetings of all area municipal Councillors at least annually to share information and discuss issues of common interest.</p>

5.0 NEXT STEPS

5.1 Departmental Strategic Plans

In parallel with the Corporate Strategic Plan, each Department is developing a Departmental Strategic Plan. The Department Strategic Plans will identify additional priority actions needed to implement the corporate strategic objectives as well as more detailed departmental objectives and actions specific to Departmental priorities. The Departmental Strategic Plans will be finalized in late 2011, following Council's approval of the Corporate Strategic Plan.

5.2 Communication of the Strategic Plan

The Region's Strategic Plan will be shared with the community and staff, area municipalities, community partners and other key stakeholders. In order to effectively communicate the plan to a wide range of audiences a condensed version will be developed and reviewed for plain language. The website will be updated and information will be shared with community stakeholders in a variety of ways.

A number of vehicles and methods to involve and inform staff will be implemented to provide a clear connection for staff between their day-to-day work and the key strategic priorities and values of the Region.

5.3 Progress Monitoring and Plan Update

An important element of our strategic planning process will be to measure the progress on our strategic objectives and actions. A framework and process for creating meaningful progress indicators and subsequent monitoring of these indicators is currently being developed. Regular reporting will be an integral part of the strategic planning process in order to demonstrate to Council, the public and staff how the strategic objectives are being achieved across the organization.

The Region's strategic plan is an ongoing progress. Over the next four years it will be important to be conscious of new challenges and emerging issues. The Region will need to be flexible in order to respond to these changing directions and demands. Accordingly, staff recommend that the Plan be reviewed approximately half-way through the term of Council (late 2012). This would provide the opportunity to refine any of the objectives and/or add or delete priority actions in order to respond to any significant changes in circumstances. Annual reports will be developed to ensure that Regional Council, regional citizens, community partners, and employees are aware of our progress.

6.0 FROM PLANNING TO IMPLEMENTATION

The Strategic Plan provides a framework for other Region of Waterloo plans and initiatives, guiding Council and staff in setting priorities and delivering programs to address the changing needs of our community. In order to continue to make the Strategic Plan meaningful and relevant during this term of Council, the following components will be implemented.

6.1 Orientation and Training

The Region of Waterloo Strategic Plan will be a core component of staff training and ongoing development. It will be a core component of the New Employee Orientation Program (NEOP).

6.2 Alignment and Linkages with Other Corporate and Department Processes and Plans

The annual budget process and resource allocation decisions will continue to be aligned with and informed by the Strategic Plan. The Strategic Plan also forms the backbone for planning across all departments and service areas including Departmental Strategic Plans. It also provides direction for other major planning initiatives such as the Diversity and Inclusion Initiative, Service Strategy and communications planning.

6.3 Partnerships

Ongoing partnerships with area municipalities, community partners and other orders of government will be key to the Region's success in the implementation of the Strategic Plan. Where possible and appropriate, we will build internal and external relationships to achieve common goals and resolve community issues.

6.4 Continued Community Engagement

The Region of Waterloo's 2011-2014 Strategic planning process provided a forum where citizens talked about what matters to them, what they like and value about Waterloo Region, what they want to improve, and what their aspirations for the community are as it grows over the next several years.

Conversations have taken place across the region, through the focus groups, the telephone survey, online and paper surveys, community meetings and online using social media tools. The community engagement process will enable the Region to continue to collectively create and implement priorities that are clear, inclusive, sustainable and supported by the community.

While the framework and initial focus areas and objectives have been identified, the process remains ongoing, with a focus on implementation, monitoring and reporting. Continuing community engagement and regular communication of progress will ensure that the strategic plan moves from planning to implementation and achievement.

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 Regional Council.

FINANCIAL IMPLICATIONS:

The financial implications of many of the priority actions identified in this report are included in currently approved program budgets. Some of the actions in the Plan do not yet have adequate funding approved. The financial implications of these actions will be dealt with through the annual budget process. Staff will continue to ensure that the budget process and priorities identified through the budget process are fully aligned with the Corporate Strategic Plan. Council's adoption of the Strategic Plan does not represent financial commitment to the actions identified in this report. Rather, it provides a common sense of priorities for the organization to guide the allocation of resources. It provides a useful framework for Council's annual budget deliberations.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

All Regional departments are involved in developing, implementing and monitoring the progress of the Region's Corporate Strategic Plan and have been consulted with on this report.

ATTACHMENTS:

Nil

PREPARED BY: *Lorie Fioze, Manager of Strategic Planning and Strategic Initiatives*

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



REGION OF WATERLOO
CORPORATE RESOURCES
Council and Administrative Services

TO: Chair Tom Galloway and Members of the Administration and Finance Committee
DATE: August 16, 2011 **FILE CODE:** C05-01
SUBJECT: 2012 SCHEDULE OF COUNCIL/COMMITTEE MEETINGS

RECOMMENDATION:

THAT the Regional Municipality of Waterloo adopt the 2012 Council and Committee Meeting Schedule attached to Report CR-CLK-11-011 dated August 16, 2011.

REPORT:

Each fall, the following year's Meeting Calendar is brought forward for adoption. This allows Members of Council and Regional Staff to plan appropriately by taking Regional Council and Committee meeting dates into consideration. The legend explains the coding on the calendar and is self-explanatory. Dates for the Federation of Canadian Municipalities and the Association of Municipalities of Ontario conferences have been included.

The proposed schedule maintains the three week cycle as started in 2007. The rules of the Procedural By-law were suspended at the December 13, 2006 Council meeting to accommodate the new Committee cycle.

The attached proposal establishes Committee and Council weeks and is provided for discussion purposes. The proposed schedule has Committees resuming on Tuesday, January 10, 2012 with Final Budget approval scheduled for Wednesday, January 18, 2012. The mid winter break coincides with the School Board March Break for 2012. There is a six week summer break in 2012.

CORPORATE STRATEGIC PLAN:

Establishing meeting dates annually meets Focus Area 6, Service Excellence in the Corporate Strategic Plan.

FINANCIAL IMPLICATIONS:

NIL

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

The Regional Chair has been consulted in the preparation of this schedule.

PREPARED BY: *Lee Ann Wetzel*, Manager, Council & Administrative Services/Deputy Clerk

APPROVED BY: *Kris Fletcher*, Director, Council & Administrative Services/Clerk



2012 MEETING CALENDAR

JANUARY							FEBRUARY							MARCH						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
BW 1	2	3	4	5	6	7				1	2	3	4					1	2	3
CW 8	9	10	11	12	13	14	BW 5	6	7	8	9	10	11	CW 4	5	6	7	8	9	10
C 15	16	17	18	19	20	21	CW12	13	14	15	16	17	18	BW11	12	13	14	15	16	17
CW22	23	24	25	26	27	28	C 19	20	21	22	23	24	25	C 18	19	20	21	22	23	24
C 29	30	31					BW26	27	28	29				BW25	26	27	28	29	30	31

APRIL							MAY							JUNE						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
CW 1	2	3	4	5	6	7			1	2	3	4	5						1	2
C 8	9	10	11	12	13	14	BW 6	7	8	9	10	11	12	CW3	4	5	6	7	8	9
BW15	16	17	18	19	20	21	CW13	14	15	16	17	18	19	C 10	11	12	13	14	15	16
CW22	23	24	25	26	27	28	C 20	21	22	23	24	25	26	CW17	18	19	20	21	22	23
C 29	30						BW27	28	29	30	31			C 24	25	26	27	28	29	30

JULY							AUGUST							SEPTEMBER						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
BW 1	2	3	4	5	6	7				1	2	3	4							1
BW 5	9	10	11	12	13	14	BW 5	6	7	8	9	10	11	CW 2	3	4	5	6	7	8
BW15	16	17	18	19	20	21	CW12	13	14	15	16	17	18	C 9	10	11	12	13	14	15
BW22	23	24	25	26	27	28	C 19	20	21	22	23	24	25	BW16	17	18	19	20	21	22
BW29	30	31					BW26	27	28	29	30	31		CW23	24	25	26	27	28	29
														C 30						

OCTOBER							NOVEMBER							DECEMBER						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
	1	2	3	4	5	6					1	2	3							1
BW 7	8	9	10	11	12	13	CW 4	5	6	7	8	9	10	C 2	3	4	5	6	7	8
CW14	15	16	17	18	19	20	C 11	12	13	14	15	16	17	BW 9	10	11	12	13	14	15
C 21	22	23	24	25	26	27	BW18	19	20	21	22	23	24	BW16	17	18	19	20	21	22
BW28	29	30	31				CW25	26	27	28	29	30		BW23	24	25	26	27	28	29
														BW30	31					

LEGEND: ○ Holiday C Council Week CW Committee Week BW Blank Week
 ■ FCM Conference (June 1 - 4 Saskatoon) ✕ AMO Conference (Aug 19-22 Ottawa) ❄ Mid Winter Break (March 12-16)
 ▲ Final Budget Approval: January 11, 2012

● Council ● Committee Week

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REGION OF WATERLOO

**COPORATE RESOURCES
Council and Administrative Services**

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

DATE: August 16, 2011 **FILE CODE: A34-30**

SUBJECT: SERVICE FIRST CALL CENTRE IMPLEMENTATION

RECOMMENDATION:

THAT the Regional Municipality of Waterloo approve the implementation of the Service First Call Centre as outlined in report CR-CLK-11-012.

SUMMARY:

This is the second of two reports on the proposed Service First Call Centre (SFCC). An initial information report was presented to the Administration and Finance Committee on June 21, 2011 (CR-CLK-11-009) explaining the findings of a consultant call handling study conducted in 2010 and the outcome of an in-depth review by staff. That report also introduced staff's recommended call consolidation model. This report outlines the proposed model in greater detail and the recommended implementation approach.

The goal of this project, once the SFCC is fully implemented, is to provide an enhanced level of service at no additional operating cost. The SFCC model proposed would see the consolidation of the Region's existing 127 phone lines into a single, easily recognizable number offering a more consistent level of enhanced service, and extended hours of operation. It is anticipated that the SFCC would be rolled out to the public approximately 2.5 years from the date of approval (spring 2014). A monitoring and evaluation process for the new centre would be conducted in the year following the roll-out to the public to ensure the SFCC is operating at full efficiency. The 2.5 year implementation would include all phases of preparatory work to document program information and processes, acquiring technology and outfitting the call centre space, and gradually transferring call handling responsibility for program information in a phased approach to ensure minimal service disruption.

According to the AtFocus consultants, establishing a managed call-handling environment has proven to be the single most significant area of service improvement in public sector organizations that have implemented this model. In addition, a managed call environment has proven to be the most efficient method for handling calls. By leveraging expertise that is developed in the SFCC across the organization, the Region's overall performance in answering the full range of calls it receives will uniformly improve and our cost per call will decrease. This is consistent with what has occurred in other jurisdictions.

Customer Relationship Management (CRM) software is a significant component of an efficient and effective call-centre operation and also has significant benefits for the rest of the organization. A CRM system is a workflow management, tracking and reporting tool critical to compiling and sharing information. The consultant study indicated that there is a significant opportunity with this project to leverage an enterprise-wide software system beyond the immediate SFCC for use by all Region Departments to address previously identified needs. This software tool would allow staff in all areas of the Region to more accurately and consistently manage customer/client information, and respond more efficiently to information and service requests. Replacement of the Region's 45 existing

separate applications (e.g. spreadsheets and in-house databases) will be required in the near term regardless of whether the Region implements a call centre.

REPORT:

Background

The June 21, 2011, report to the Finance and Administration Committee explained the findings of a consultant call handling study and introduced the concept of the Service First Call Centre (SFCC). This report provides the business case and an implementation overview.

Implementation of the Service First Call Centre model would see the creation of a single, easily recognizable telephone number answering approximately 80 per cent of the Region's calls. The remaining 20 per cent of specialized and technical calls would be handled by the operating departments supported by protocols and technology aligned with the SFCC.

The following vision was developed to guide implementation of the recommended SFCC model:

Establishing one easily recognized number for contacting the Region will ensure a simpler and more readily understandable experience for the public through the centralized Service First Call Centre. Highly skilled staff will be provided with extensive training and tools to enable them to provide the public with quick and consistent responses to frequently asked questions and service requests on the first contact, and more technical/ specialist level responses on the first transfer. The centre will be recognized by the public and our internal clients as a model of service focused call handling excellence.

We will achieve this by forging a collaborative service delivery partnership that combines the knowledge and experience of the Region's program areas with the expertise of an efficient, performance driven, and client focused Service First Call Centre. Our emphasis will be on outcomes designed to achieve tangible benefits for the public, the program areas and the corporation as a whole.

Current State and the Case for Change

Information gathered over the past year outlines the Region's current state of call handling. The Region currently advertises 127 phone lines to the public. Approximately 800,000 calls are received from the public each year through these lines. Of these, about 49 per cent are general inquiry calls; 29 per cent fall into the category of service or transaction related requests; 21 per cent require specialized knowledge or skill sets in order to respond; and a minimum 1 per cent is misdirected calls, though these have been estimated to be as high as 10 per cent. Nearly 50 per cent of the total calls received by the Region are currently answered through eight mini call centres and reception areas including GRT, Waste Management, Provincial Offences Court and Public Health. Recent examination has also found that the current call handling practices, which have met the needs of the organization in the past, are inefficient for an organization of this size and complexity and will no longer be sustainable as the Region continues to grow in size and complexity. Issues identified through the study include:

- Difficulty for the public in easily contacting the right staff person to answer a question or address a concern without understanding the Region's organization structure;
- Limited number of areas in the organization have documented call handling practices;
- Limited work force management and call recording/ quality monitoring technologies to support call handling;
- Unsustainable current practices involving staff work behind the scenes to get calls to the right people;

- Highly fragmented and unaligned customer relationship management software solutions;
- Little formalized training, and coaching for call handling staff;
- Limited call quality monitoring and performance measurement;
- Inconsistent and limited complaint management processes;
- Limited resolution and performance reporting capability in program areas and corporation-wide;
- High average cost per call compared to industry best practices; and
- High call wait and abandonment rates in high call volume areas.

Overall findings of this review suggest that significant improvement to the Region's call handling is not possible within the current decentralized model and using only current tools and support resources. The Region has outgrown its decentralized call handling model and should create a centralized and more managed call environment to ensure a more consistent and high quality telephone experience for the public with improved levels of user satisfaction. A consolidated call-handling environment can better utilize staff resources and will result in a more efficient and effective call-handling service with dynamic reporting capability. The Region lags behind other municipalities that have demonstrated success in customer satisfaction by moving toward more consolidated forms of call handling. Current levels of frustration among the public and staff are likely to increase as the Region continues to grow. If delayed further, the future cost of call-handling improvements are likely to be higher.

Customer Relationship Management Software (CRM)

Customer Relationship Management (CRM) software is a significant component of an efficient and effective call-centre operation and also has significant benefits for the rest of the organization. A CRM system is a workflow management, tracking and reporting tool critical to compiling and sharing information. It is also used to manage a service request from start to finish through integration with work order and other back-of-house systems. It allows staff to more accurately and consistently respond to requests for information and services through documented knowledge management. It can also be used for activities such as tracking public consultations, event participation and course registrations.

The consultant study indicated that there is a significant opportunity with this project to leverage an enterprise-wide software system not only for use in the SFCC, but in all other Region Departments. This software tool would allow staff to more accurately and consistently manage information, and respond more efficiently to information and service requests. The Region currently has approximately 45 separate applications comprised of a variety of spreadsheets and databases which will need to be replaced in the near term regardless of whether the Region implements a call centre. This need was identified in a consultant study completed for ITS in 2006.

Overview of Proposed Service First Call Centre

The SFCC is a new service entity which would offer enhanced 24/7 telephone service for all routine and general inquiry calls through a single published number. The SFCC would handle approximately 80 per cent of the Region's call volume. The remaining 20 per cent of calls requiring professional assessment would be forwarded to the individual program areas in a single transfer for resolution using protocols and technology aligned with the SFCC. Direct dial numbers would be maintained for Councillors, as well as selected staff and program areas on an as required basis. Publication of current general inquiry lines in most program areas would be discontinued over time.

The SFCC would operate from a single location and incorporate staff training and tools reflective of a professionally managed call handling environment. The SFCC would include a Customer Relationship Management (CRM) software tool to store all call and customer related information and would be linked to a work order system. This tool would allow staff to track and report on call

volumes, types of calls and service trends comprehensively. Calls into the SFCC would be tracked from the initial point of contact through to resolution at the program level if needed. A knowledge base, which is a key tool of the CRM, would also be implemented to allow staff to respond authoritatively and step by step to a broad range of calls. Other quality management and efficiency tools would be integrated to ensure the system is meeting established performance targets. The CRM software would also be the standard across the organization for managing customer/client relations and related information.

Success Factors

The experience of other jurisdictions in implementing call centres suggests that several key activities should be undertaken to ensure success. These have been included in the preparatory work to date and the recommended implementation approach. These are:

- Reviewing the implementation approaches of other municipalities and learning from their experiences;
- Building on past experience of the Region with implementing major organizational change initiatives;
- Seeking advice from consulting expertise on call centre implementation;
- Consulting extensively with staff throughout the organization to ensure support and understanding;
- Providing close senior executive oversight from all areas involved and a strong project management structure; and
- Implementing measures to ensure service disruptions are minimized during call centre development such as a gradual call transfer where calls are redirected behind the scenes to the SFCC. This ensures staffing levels are appropriate and allows staff to develop the necessary proficiency in a fully managed call environment.

Benefits of the Service First Call Centre

Through this uniform and consolidated approach, it is expected that citizens will receive consistent responses to frequently asked questions, and will find the experience of contacting the Region simpler and more readily understandable. Some of the benefits would include:

For the public:

- simpler access for all routine and general inquiry calls through a single number;
- shorter call wait times;
- extended hours of service providing the ability to contact the Region when it is most convenient for the caller;
- reduction in the number of transfers required to obtain information or access services;
- resolution of a call at the first point of contact the majority of the time;
- increased, more comprehensive accountability and follow up around call handling and citizen satisfaction; and
- consistent and documented responses to individual inquiries.

For operating departments:

- removes responsibility for routine and misdirected calls to allow business units to focus on their core responsibilities and technical/specialist calls;
- access to technology and technical support from the SFCC that is not available now; and
- access to detailed reporting on call volumes and resolution in relation to service areas to assist management in making decisions around service provision.

For the organization as a whole:

- lower call abandonment rate and higher levels of citizen satisfaction in contacting the Region by phone;
- a solid, data rich, and more efficient call-managed environment with consistently high staff skill sets and enhanced backup for incoming calls with reduced wait times and misdirects;
- ability to provide detailed and tactically focused reports to staff and Council on the number, type and resolution of calls and service response times;
- potential to readily extend this model to address an even broader range of Region service requests as appropriate; and, to easily expand the scope of coverage to include 211 service and broader region-wide 311 service should that be directed;
- leveraged customer relationship management software that can be utilized by all departments for a wide variety of customer interaction activities with the resulting reduction in duplication (currently there are 45 different unlinked and corporately inefficient software solutions) and increased efficiency and data sharing; and
- more cost effective delivery of telephone service and, over time, reduced cost per call.

Implementation Overview

The following section provides a high level overview of key implementation stages and timelines. These timelines are consistent with the experience of other comparable jurisdictions which have implemented similar call centres.

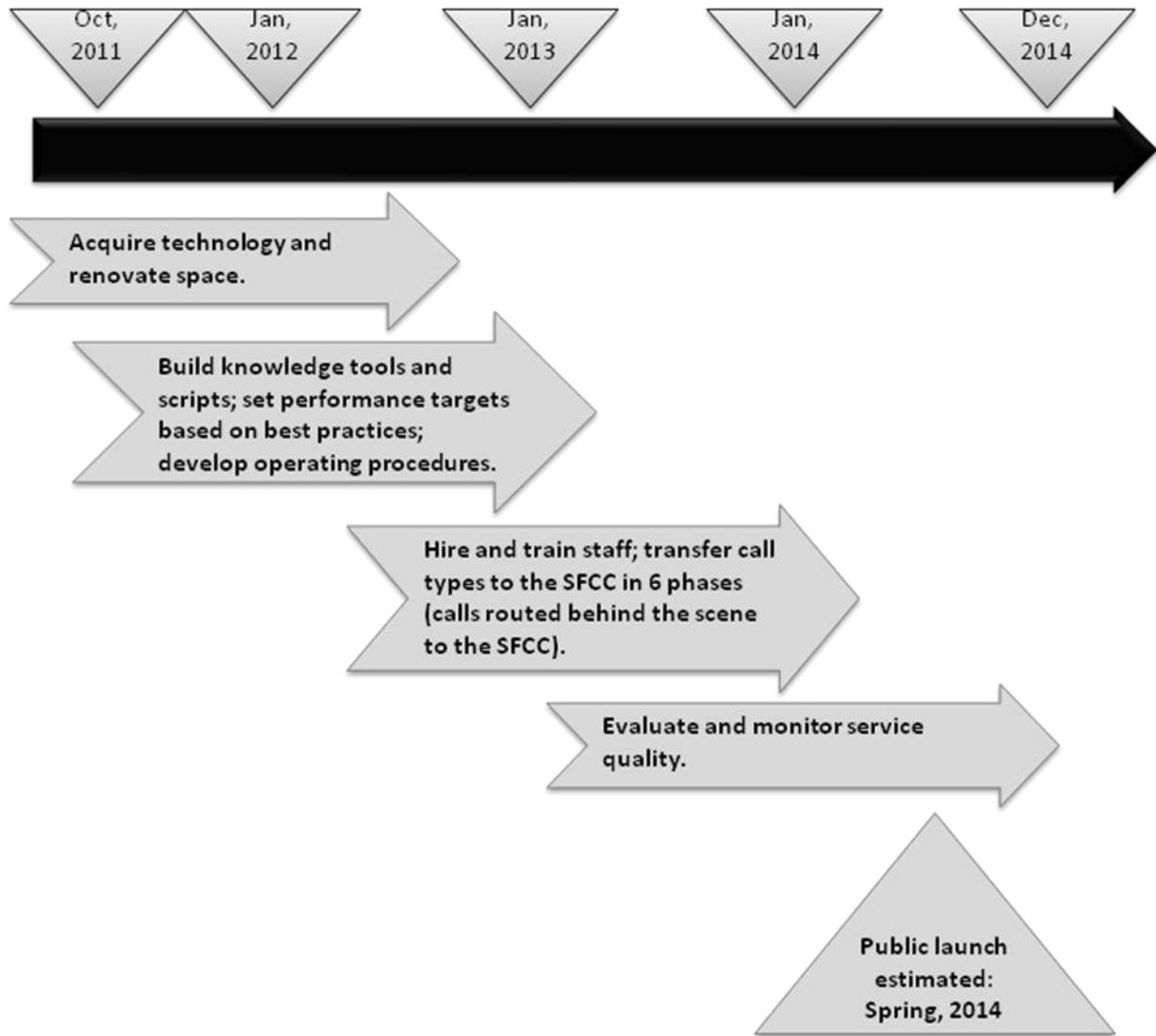
Acquire technology and renovate space. A business requirements analysis will be conducted for technology and space. A comprehensive request for proposals will be issued for all technological needs. Once selected, the technology will be installed and integrated with other systems such as work orders as needed. Upgrades will be made to the existing telephone system to accommodate the call centre, and suitable space for the SFCC acquired and renovated.

Build knowledge tools and scripts; set performance targets based on best practices; develop operating procedures. Existing practices will be documented across the organization and desired states will be designed along with a transition plan to ensure that calls are handled seamlessly as they are transferred to the SFCC; and, that specialist areas continuing to handle calls operate to the same standard of service as the SFCC. Performance targets/service levels will be set for each transaction, and operating procedures will be developed to ensure consistency and quality of service. For example, defining an acceptable response time for an issue or concern and how calls will be transferred from the SFCC to the specialist area for response.

Hire and train staff; transfer call types. Key positions such as the SFCC Project Manager will be filled early in the process to lead the preparatory work to build the SFCC. In-house technical expertise (Human Resources, Information Technology Services) will be brought in as required to ensure success. Call handling staff will be transitioned in a way that allows staff to gradually gain the skills needed in the SFCC and to gain familiarity with the broad range of call types. Adequate staffing must also be maintained in program areas to ensure there is minimal disruption to service as calls are transferred. Calls will be transferred in six phases, starting with areas that have larger call volumes and are more established in their call handling processes. Areas that have more complex calls will be transferred later in the process. Quality and continuity of service are critical in this phase.

Evaluate and monitor service quality. Once the SFCC is operating, real time monitoring and evaluation will be used to ensure service quality. From the study in the past year, we know that there is no comprehensive data on call volumes and call types across the organization. Ongoing measurement will ensure that we meet the service levels and performance targets identified based on industry standards.

SFCC launches to public (estimated for spring 2014). As calls are transitioned from the Departments to the SFCC, phone lines from each program area will be redirected to the SFCC behind the scenes without the public necessarily being aware the call will be going to a different area. Where warranted, communications will be sent to specific client groups to notify them of any change in process. However, the SFCC launch and accompanying public promotion campaign will not occur until the majority of lines are switched over, and we are confident the centre is functioning at the desired level of efficiency.



Future Call Centre Collaboration Opportunities

Consideration was given previously to incorporating all 211 calls into the Region’s proposed SFCC once it is fully configured and is operating at a suitable level of efficiency. This is contingent upon negotiations with 211 Ontario and the current service provider. Estimated revenue generated from 211 would not result in a net revenue increase and, for this reason, 211 services have not been included in this proposal. It is anticipated that discussions to incorporate 211 services into the SFCC will be initiated either right before or shortly after the SFCC has been officially launched in 2014.

Several Councillors have inquired in the past about the feasibility of moving to a 311 service for the entire Region either separately or in conjunction with development of the Region's SFCC. Implementing a full 311 service is an even more complicated undertaking than the proposed SFCC and would require willing partners from among the area municipalities, greater staff resources and a significant amount of additional time. The components being implemented for the SFCC would be adaptable for provision of 311 services and would position the Region to participate in a more extensive form of call consolidation if directed. Some preliminary discussion in this regard has taken place with the City of Kitchener who expressed an interest in exploring possible collaborative opportunities and several areas were identified. Regional staff will continue to explore opportunities for call centre collaboration with staff from other area municipalities.

CORPORATE STRATEGIC PLAN:

This initiative relates to the Service Excellence focus area of the 2007-2010 Corporate Strategic Plan, and the objective to ensure that Region programs and services are responsive, efficient, effective and accountable to the public. Improvements to call handling have been identified as the single most important area of service improvement in the public sector. The SFCC will improve organizational efficiency and address public concerns identified in several recent surveys involving ease of contacting staff and following up on service requests. It will reduce our cost per call and provide service enhancement at no additional operating cost.

The draft 2011-2014 Corporate Strategic Plan contains a proposed action involving the creation of a call centre.

FINANCIAL IMPLICATIONS:

The goal of this project, once the SFCC is fully implemented, is to provide an enhanced level of service at no additional operating cost, excluding the impacts of capital project costs. No increase in the FTE complement is anticipated outside of what may be required in future to respond to normal increases in workload/call volumes over time.

\$5.7 million was approved in the 2011 capital budget and 10 year forecast to fund the one-time implementation costs of the SFCC. This funding includes multi-use CRM software that would be implemented in the SFCC and also across the organization to replace a number of existing and inadequate tracking systems that had been previously identified as requiring replacement. The costs include the following and all can be accommodated within the approved capital budget.

Acquire; install and license the CRM; and train staff	\$2,000,000
Acquire call centre technologies such as workforce management to ensure efficiency, call centre communication and quality monitoring tools	\$573,250
Consulting expertise to assist with redesigning existing telephone systems, building knowledge tool information	\$370,000
Secure, design and renovate the call centre	\$770,000
Technical and Project Staff to create the SFCC	\$939,140
TOTAL	\$4,652,390

In addition to the above, there are one time costs associated with transitioning staff into the SFCC, and the current capital budget is adequate to cover these costs. Procurement of the various systems (CRM, call centre technologies etc) will occur through the Region's normal procurement protocols, including reports to Council on appropriate items.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Extensive consultation across the organization and throughout the sector took place in conjunction with the initial call center study, and informs this proposal. Following the study, a during preliminary implementation planning, in-depth investigation and discussion took place with each operating department to rationalize the calls to be transferred and the staff impact.

In addition, several jurisdictions, most notably the Regions of Halton and Peel, and the Cities of Calgary and Kitchener provided time and expertise to guide the development of this proposal based on their own experiences.

ATTACHMENTS: NIL

PREPARED BY: *Deb Bergey*, Manager Citizen Service
Kris Fletcher, Director Council and Administrative Services

APPROVED BY: *Gary Sosnoski*, Commissioner Corporate Resources



REGION OF WATERLOO

CORPORATE RESOURCES

Council and Administrative Services – Information Management and Archives

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

DATE: August 16, 2011

FILE CODE: R11-60

SUBJECT: REGION OF WATERLOO ARCHIVES UPDATE ON RECENT ACTIVITIES

RECOMMENDATION:

For information.

REPORT:

The following report highlights several exciting initiatives undertaken by the staff of the Region of Waterloo Archives (the Archives). These initiatives include developing new tools for researchers, acquiring records, and forming partnerships.

Archives Online

Archives Online (<http://row.minisisinc.com/en/index.asp>) was launched in March 2011. The database provides access to histories of regional and related organizations, individuals, records and digital copies of records. Examples of digital copies of records now available online include:

- Plans and specifications of the West Montrose Covered Bridge (1881)
- Film clip of a County Council meeting (1961)
- Plan of Waterloo laid out by John Hoffman (1854)
- Photographs of early local police departments (1940s-1960s)
- Audio recordings of the Elmira Branch library oral history project (1970s-1980s)

Archives Online is a response to requests from the public and staff for more information on what is preserved in the Region of Waterloo Archives and how it compares to other archives and museums. It was made possible with a grant from the Government of Canada Museums Assistance Program of the Department of Canadian Heritage and Official Languages. Going forward, staff will continue to populate the database with information on regional history and digital copies of records. Staff members are also keen to further develop Archives Online by partnering with internal and external organizations.

Noteworthy acquisitions:

- Waterloo Regional Police Service
The Waterloo Regional Police Service donated their archival records to the Archives in June. This initiative will ensure that the history of policing in the Region is preserved and accessible to current and future generations. The collection includes 159 boxes of records and artifacts of police services from Hespeler, Bridgeport, Elmira, City of Waterloo, Kitchener, Township of Waterloo, Galt, Preston, New Hamburg, as well as the Waterloo Regional Police Service. As the collection includes artifacts, staff members are working with the Waterloo Region Museum to ensure that the artifacts are properly preserved and accessible.
- Kitchener-Waterloo Field Naturalists

The Kitchener-Waterloo Field Naturalists donated their archival records to the Archives in May. As a result, the Archives acquired 6 boxes of archival records including minutes, reports, and bird counts from 1934-present.

- **Waterloo Regional Arts Council**
The Waterloo Regional Arts Council donated their archival records to the Archives in May. The records consist of 21 boxes of minutes, reports and records documenting the work of the Arts Council from the 1980s to the present.
- **Regional Foundations and Corporations, External Agencies and Special Purpose Bodies**
In an effort to document community interests, the Archives has entered into partnerships with Region of Waterloo Arts Fund and the Waterloo Regional Heritage Foundation to manage their archives. Archives staff will be approaching the Region of Waterloo Community Housing Inc. and the Economic Development Corporation/Canada's Technology Triangle to determine if they have a designated archival repository and to ensure that their records are appropriately managed, preserved and accessible. A student from the University of Waterloo was hired to process the records of the Region of Waterloo Arts Fund and the Waterloo Regional Heritage Foundation in June. The archives of these organizations are now preserved and accessible via Archives Online.

Archive-It

The recent launch of the Region's new websites raised questions regarding the long-term management and preservation of these records. Late in 2010 the Archives became a partner of the archiving service Archive-It <https://archive-it.org/>. Now the Region's websites, use of social media sites such as Twitter and Flickr, and the websites of related organizations are archived on a regular basis. The archived versions of these sites are accessible via the Wayback Machine <http://www.archive.org/web/web.php> and will be accessible via Archives Online.

Exhibits and Outreach

Staff endeavour to promote the archival collections at the Archives by mounting exhibits, presenting presentations and hosting visitors and tours.

- In response to a request to promote Regional accomplishments, such as awards, the display cases in the Council Chambers were filled with awards and honours presented to the Region in February.
- A free travelling exhibit from the Archives of Ontario, *Medical Records at the Archives of Ontario*, was hosted at the Administration Headquarters in April and the Public Health and Social Services building (99 Regina) in May.
- Exhibit cases in the lobby of Administration Headquarters are filled with examples of archival records when not otherwise booked. In addition to archival exhibits, Archives staff partnered with staff in the CAO's office to create an exhibit to promote Regional Values and the Values Awards in March and April.
- Two exhibits were mounted in the Archives Research Room. "Snapshot: A Moment in Time" was a re-photography exhibit highlighting changes in the nature of Regional jobs over the last twenty years. "Out of the Vault: IM&A Staff Picks" highlights favorite archival records of Regional staff.
- The Archives hosted high school students from Grand River Collegiate Institute's Fast Forward program in 2010 and 2011. These students wrote basic archival descriptions and digitized archival records that were added to the Archives Online database. This program provides students with a greater understanding of local government, office work, and specialized skills required to manage and preserve local history.
- Archives staff are preparing to participate in Doors Open once again. Staff will prepare an exhibit to be displayed at the Waterloo Regional Police Service North Division building and will volunteer throughout the day.

- Archives staff were invited as guest speakers to the Waterloo Region Branch of the Ontario Genealogical Society and the Oxford County Branch of the Ontario Genealogical Society. Staff took a poster presentation to the Association of Canadian Archivists national conference. Staff also presented a session at the national conference for ARMA International (the Association of Records Managers and Administrators).
- New Online exhibits include: "Law and Order in Waterloo County," "What's in a Name?" and "NOTICE! NOTICE!".

CORPORATE STRATEGIC PLAN:

Initiatives that highlight culture and creativity are directly related to Growth Management Focus Area 2 and the objective to promote and enhance arts, culture and heritage.

Several initiatives also support Service Excellence Focus Area 6, to ensure that programs and services are responsive to community needs.

FINANCIAL IMPLICATIONS:

These initiatives are funded through approved budgets administered by the Corporate Resources Department. The procurement of the descriptive database software was funded in part by the Museum Assistance Program grant of the Department of Canadian Heritage.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Staff worked with members of the Waterloo Regional Police Service, Legal Services, Waterloo Region Museum, and the Region of Waterloo Libraries throughout the initiatives that are described above.

PREPARED BY: *Charlotte Woodley, Archivist*

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



REGION OF WATERLOO

FINANCE DEPARTMENT Administration Division

Report: F-11-056

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

DATE: August 16, 2011

FILE CODE: F05-30

SUBJECT: 2012 BUDGET PROCESS

RECOMMENDATION:

THAT the Regional Municipality of Waterloo approve the dates for the 2012 budget process included within Report F-11-056 dated August 16, 2011.

SUMMARY: Nil

REPORT:

The 2012 budget will be challenging as the Region is faced with a number of base budget cost drivers such as COLA, OMERS rate increases, debt charges, fuel and electricity increases, annualizations and funding the RTMP/LRT. It is staff's objective during the 2012 budget process to present the lowest base budget opening position possible without impacting service levels. To meet this objective, staff has introduced a number of new initiatives for 2012 to ensure a responsible budget is provided to Budget Committee.

2012 Base Budget Strategy

During the 2011 budget process, staff developed a forecast of potential tax increases over the next five years. An updated five year budget forecast will be presented to Budget Committee at the first budget meeting on October 26th. Based on currently available information, the opening base budget for 2012 would likely generate a tax rate increase significantly higher than the Region's tax rate increases over the last four years. In response to these base budget pressures, staff has implemented a number of new strategies to reduce the 2012 tax rate including the following:

- A Major Capital Budget Review was completed in June 2011. The focus of the review was 2011 capital projects. Approximately \$25.0 million in capital projects were deferred from 2011. This deferral results in reduced debt charges that will not be required for the 2012 base budget. Approximately one-half of the projects deferred resulted from timing of completion of projects. The balance of the capital deferral relates to the delay of the implementation of the advanced bus replacement program for one year.
- As part of the 2012 budget process, an Employee Suggestion Initiative was launched in June, 2011. The intent of this program is to tap into the creative ideas of all staff to achieve permanent and sustainable budget savings. To-date, over 150 suggestions have been received and staff is currently evaluating these proposals.
- Ongoing operating savings are being tracked through the purchasing process to ensure these savings are reflected in the 2012 base budget.

The initiatives implemented to date are a solid first step in addressing the 2012 budget challenge. In addition, there are a number of budget strategies that will be implemented over the next few months.

- A detailed review of Reserves and Reserves Funds is underway. In some cases there will be some housekeeping issues which will eliminate smaller reserve funds that are no longer required. In other cases, staff will be recommending eliminating some reserve and reserve funds that are no longer needed and using the one-time balances to fund portions of the 2011 capital program and reduce debt charges in the 2012 base budget.
- Consider increasing user fees for various Regional programs and services subject to market conditions and/or affordability.
- Regional programs will be facing significant base budget pressures from cost drivers such as COLA, OMERS rate contribution increases, annualization of 2011 program expansions, electricity and fuel charges and debt charges. All programs will be required to find budget reductions for 2012. If service reductions are required to achieve a responsible 2012 budget, then these issues will be presented to Budget Committee for discussion and approval.
- Regional programs will be utilizing Performance Measurement (PM) to a greater degree. These strategies will focus on improving service and will begin to integrate PM into the Regional culture to a greater degree.

Regional staff has scheduled detailed program budget review meetings in September and October. These sessions will include a detailed review of the 2012 base budget, a three year budget to actual review of spending and revenues, user fee strategy for 2012 and if required, a review of potential service level reductions to achieve an acceptable tax rate increase for 2012.

It is anticipated that the budget strategies implemented for 2012 will contribute to staff's objective of presenting a responsible 2012 budget.

Budget Issue Papers

In recognition of the challenging 2012 budget, a limited number of new budget issue papers will be presented in the 2012 budget process.

Five Year Budget Plan

A key element of the draft 2011–2014 strategic plan is the development of a five year budget plan. An updated five year budget forecast will be presented at the October 26th Budget Committee meeting.

Budget Schedule

The 2012 budget process will include four Budget Committee meetings with two public input sessions planned on Council dates. It is anticipated that the 2012 budget will be approved at the January 11th, 2012 Council meeting. It is desirable to set the budget early in the year to allow implementation of approved changes as soon as possible.

The first budget meeting on October 26th will outline the current status of the 2012 base budget, as well as detail the progress achieved in reducing the 2012 base budget. The second and third meetings will be for detailed budget review, with the final meeting for budget approval. This is the same process used in past non-election years. The following table lists the key dates and purposes of the planned budget dates.

Timetable - Key Budget Dates

<u>Purpose Of Budget Session</u>	<u>Planned Date</u>	<u>Time</u>
Budget Overview Session <ul style="list-style-type: none"> • 2012 Base Budget • Outline staffs efforts to reduce the property tax budget • Outline user rate strategy • Direction on base budget 	October 26 th	3:00 pm - 6:00 pm
Detailed Budget Review - Day One <ul style="list-style-type: none"> • Update on Base Budget • Response to Councillor's requests/direction • Focus on major budget challenges 	November 16 th	12:00 pm – 5:30 pm
Public Input - Budget Delegations	November 16 th	6:00 pm
Detailed Budget Review – Day Two <ul style="list-style-type: none"> • Update on 2012 Base Budget • Review of program budget books • Develop preliminary final position for 2012 • Approval of user rates • External Agencies appear as delegations (GRCA and Police Services) 	December 14 th	12:00 pm - 5:30 pm
Public Input - Budget Delegations	December 14 th	6:00 pm
Final Budget Approval	January 11 th , 2012	3:00 pm - 6:00 pm

CORPORATE STRATEGIC PLAN:

The budget process enables Council to achieve its Corporate Strategic Plan by allocating resources to each of the five focus areas.

FINANCIAL IMPLICATIONS: Nil**OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**

All departments and the Waterloo Regional Police Service contribute to the development of the Regional budget.

ATTACHMENTS: Nil

PREPARED BY: *L. Ryan*, Chief Financial Officer

APPROVED BY: *M. Murray*, Chief Administrative Officer



REGION OF WATERLOO
FINANCE DEPARTMENT
Treasury Services Division

Report: F-11-057

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

DATE: August 16, 2011

FILE CODE: F26-20

SUBJECT: OPTIONS FOR PAID PARKING FOR EMPLOYEES

RECOMMENDATION:

For Direction

SUMMARY:

Following an audit by the Canada Revenue Agency (CRA) in 2008, which determined that there is a taxable benefit for employer provided parking for staff working at four locations – 150 Frederick Street, 99 Regina Street, 235 King Street and the Airport, the Region began assessing a taxable benefit for employer provided parking at the four specified sites. In 2010, Administration and Finance Committee directed staff to look at options related to the provision of paid parking for Regional employees. A staff Working Group was formed to conduct an environmental scan, research other municipal practices regarding employee parking and to develop options. This report provides information on parking practices at other municipalities and some local public and private sector employers, outlines four potential options related to employee parking including status quo, cost shared parking, employees pay for parking with “grand parenting” for existing staff and employees pay for parking following a transition period and, seeks direction from Council relative to these options.

REPORT:

Since its inception, the Region of Waterloo has been providing parking at no charge to all employees at all work locations. The Canada Revenue Agency (CRA) undertook an income and expense audit of the Region of Waterloo in 2007-2008 and determined that there was a taxable benefit for employer provided parking at four locations. The CRA determined that there was a fair market value (FMV) for parking at 150 Frederick Street, 99 Regina Street, 235 King Street and the Region of Waterloo International Airport. The CRA determined that there was no FMV at the other forty-five Regional work locations. Effective January 1, 2009, employees were responsible for the tax impacts arising from employer provided parking at the four specified sites as well as 50 Queen Street and 77 Queen Street in Kitchener. In 2010, Administration and Finance Committee directed staff to look at options related to the provision of paid parking for Regional employees. A Working Group of staff from Human Resources, Finance, Facilities Management and Transportation Planning was formed to conduct an environmental scan, research other municipal practices regarding employee parking and to develop options. The Working Group has been meeting since the fall of 2010 and has examined practices at other municipalities and considered a number of options related to paid parking for employees.

Environmental Scan / Other Municipal, Public and Private Sector Practices

The Working Group reviewed employer provided parking practices for a number of municipalities within the Region and across the Province as well as some local public sector entities such as hospitals and universities. Several local private sector employers were also included in the survey.

A summary of the parking practices is shown in the table below.

Summary of Parking Practices

Sector	# of Employers	Employee Parking Provided	Employee Pays for Parking	Notes *
Municipalities	13	13	6 *	5 of the 6 have a split system - some employees do not pay based on hire date, location of lots (FMV) or level within the organization
Local Public	3	2	3*	One employer does not provide parking but employees pay due to the location of the place of employment
Local Private	6	6 *	1	One employer only requires employees who do not travel for business to pay for parking; parking is paid for employees who travel for business

Essentially all of the organizations provide parking for employees and most of the municipalities and local private sector entities do not require employees to pay for parking. Where employees are not required to pay for parking, the assessment of a taxable benefit also varies, largely due to whether or not the parking has a fair market value. The general practice among the employers surveyed is to reimburse parking for those employees who pay and are required to travel for business. Some employers also provide incentives to reduce the demand for parking. The City of Kitchener revised its parking practices in 2010 changing from providing parking to certain employees to a system where all employees pay for parking where there is a FMV with reimbursement for parking related to business travel. The City of Waterloo is reviewing their current practice of providing paid parking for employees and assessing a taxable benefit as applicable.

Current Region of Waterloo Situation

The Region currently provides parking, at no charge, for staff at all of its forty-nine (49) work locations at an approximate annual cost of \$1.0 million. The Region assesses a taxable benefit at four locations (150 Frederick Street, 99 Regina Street, 235 King Street and the Regional Airport) where the CRA has determined there is a fair market value. The 2011 FMV for parking is \$1,182 for 150 Frederick Street and 235 King Street in Kitchener, \$1,320 for 99 Regina Street in Waterloo and \$360 for the Airport. At present, parking having a FMV is provided for 1,050 staff, 514 in Kitchener, 523 in Waterloo and 13 at the Airport or approximately 42% of 2,500 direct regional employees. Staff who drive regularly for business three or more days a week are exempt from the taxable benefit under the Income Tax Act while staff who regularly travel for business one or two days per week are eligible for a reduced taxable benefit. The Region currently provides parking with a FMV at its owned facilities (150 Frederick Street, 99 Regina Street and the Airport) and purchases parking spaces in numerous public and private lots in Kitchener and at the Uptown Parkade in Waterloo. The Region has also committed to purchase 100 spaces in the new parking garage behind the Regional Administration building at 150 Frederick Street.

The Region has approximately 155 staff working at 150 Main Street in Cambridge with 71 of those staff parking at that site and a further 50 whose main work location is Kitchener or Waterloo but require parking while working at that site one or more days per week. According to the CRA, there is no fair market value for parking in that area of Cambridge due to the availability of 2 hour free parking and the ability to repark. However, the City of Cambridge has been considering a Core Areas Parking Master Plan so there is the potential of a fair market value for parking in and around the 150 Main Street location. If, in future, parking at 150 Main Street in Cambridge or at any other Region of Waterloo location (owned or leased) is determined to have a fair market value, any changes in the status of paid parking for employees at sites that currently have a fair market value should also apply to those sites that attract a fair market value in future.

Options for Employer Provided Parking

In response to Committee's direction, the Working Group looked at various options which have been summarized into four as follows: status quo; cost shared parking; employee pays FMV for parking with "grand parenting" and employee pays FMV for parking after a transition period.

1) Status Quo

A status quo option would essentially be a continuation of the current situation of employer provided parking for all employees and the assessment of a taxable benefit for any parking where there is a fair market value (currently downtown Kitchener, uptown Waterloo and the Region of Waterloo International Airport). Exemptions or reductions in the taxable benefit for business travel in accordance with the CRA rules would continue as applicable. Costs for parking would continue to be absorbed in the Regional budget. While there would be no negative impact on staff or staff relations, there would be no cost savings to the tax payer and there would be no incentive to progress on transportation demand management (TDM) initiatives.

2) Cost Shared Parking

A cost shared parking option would involve the Region and the employee sharing the costs of employer provided parking at those sites where there is a fair market value for parking. The cost sharing would be based 50/50 on the applicable fair market value. This option would result in a gross operating budget reduction of \$519,000 as the cost to employees for parking would reduce the cost of purchased spaces and would provide an offset to the operating costs for Region owned facilities. Parking costs related to business driving would be reimbursed on a cost share basis. Savings and cost offsets would then be reduced by the cost sharing of reimbursement for business travel estimated to be \$175,000 to \$225,000 annually under a cost shared option. Net savings after reimbursements would be in the range of \$294,000 to \$344,000 per year. This option would also likely provide some progress on transportation demand initiatives. While a cost shared option would likely achieve some cost savings and some progress on TDM initiatives, full potential savings would not be achieved. Additionally, administrative processes would need to be re-designed to allow for the reimbursements of parking related to business travel.

3) Employees Pay For Parking / Existing Staff "Grand Parented"

The next option in the continuum is for the Region to continue to provide parking for employees but have the employees pay the applicable fair market value of the parking space with "grand parenting" for existing staff. In other words, existing employees would continue with the status quo while new employees begin to pay for parking upon hire. Employees wanting parking would have access to parking through the Region and would not have to go out and secure spaces for themselves. The cost to new employees could be managed through payroll deductions. Reimbursements for parking costs related to business travel would be on a full cost basis rather than a cost shared basis. This option would have no impact on existing staff and would, over the long term, result in a gross budget

reduction of \$1,038,000 as the cost to employees for parking would cover the cost of purchased spaces and would provide an offset to the operating costs for Region owned parking facilities at 150 Frederick Street and 99 Regina Street. Similar to Option 2, savings would be reduced by the cost of reimbursement for business travel currently estimated to be \$350,000 to \$450,000 per year over the long term. Net savings after reimbursements would be in the range of \$590,000 to \$690,000. Progress on TDM initiatives would occur over the long term. The disadvantages of this option include the length of time to achieve cost savings and TDM impacts and inconsistent treatment of staff. Similar to Option 2 above, administrative processes would need to be re-designed to allow for the reimbursements of parking related to business travel.

This option is favoured by the Working Group as it is the same manner in which the Region has implemented similar benefit changes in the past.

4) Employees Pay for Parking With Appropriate Transition Period

Option 4 is similar to Option 3 however there would be a transition period rather than “grand parenting.” The Region would continue to provide parking for employees with existing employees paying the FMV for parking after a transition period. New hires would begin to pay for parking as of their hire date. As in Option 3, employees would have access to parking through the Region and would not have to go out and secure spaces for themselves. The cost to the new employees and existing employees after the transition period could be managed through payroll deductions and reimbursements for parking costs related to business travel would be available. This option results in a gross budget reduction of \$1,038,000 after the transition period as the cost to employees for parking would cover the cost of purchased spaces and would provide an offset to the operating costs for Region owned parking facilities. Progress on TDM initiatives is also anticipated with this option. Similar to Options 2 and 3, the savings realized after the transition period would be reduced by the cost of reimbursement for business travel, estimated to be in the range of \$350,000 to \$450,000. Net savings after the transition would be in the range of \$590,000 to \$690,000 after allowing for reimbursements. Similar to Options 2 and 3 above, administrative processes would need to be re-designed to allow for the reimbursements of parking related to business travel.

The four options are also summarized in the attached Appendix 1.

All Staff Pay for Parking

The Working Group also discussed the option of having all staff pay for parking regardless of their work location and regardless of whether the parking had a fair market value or not. While this option appears, on the surface, to be equitable, there are a number of challenges or difficulties. The Region has forty-nine diverse work locations with only four of the locations having a fair market value for parking. Establishing a cost for each location would be difficult in the absence of a fair market value. Establishing a common cost would likely result in costs less than the FMV for the four locations that attract a FMV which would result in a taxable benefit for the difference. Employees at those locations would both pay for parking and be assessed a taxable benefit. A system where all employees pay for parking would be difficult to enforce at any location without a controlled entry or approximately 40 of the work locations. Having all employees pay for parking would impact all Regional staff that drive to and from work and be a significant and widespread change to current practices. Charging for parking where there is no fair market value would have a negative impact on staff relations and likely result in a number of challenges by staff covered by numerous collective agreements.

Cost of Parking for Employees

Options 2, 3 and 4 all include various requirements for employees to pay for parking. In establishing

that cost, the Working Group looked at the fair market value for parking at the affected sites and the actual cost to the Region to provide parking in downtown Kitchener and uptown Waterloo. The cost to provide parking for these two areas includes the cost of purchased spaces, operating and maintenance costs for Region owned parking facilities at 150 Frederick Street and 99 Regina Street, costs for spaces at the Waterloo Parkade and a discounted cost of capital based on the type of parking for Region owned spaces. The costs are forward looking and include the 100 Regional spaces resulting from the joint parking project with the City of Kitchener and the corresponding reduction in leased spaces. For 2011, the fair market value for parking in downtown Kitchener is \$1,182 while uptown Waterloo is \$1,320 and the Airport is \$360. Actual costs are a reasonable proxy for fair market value and if employees are required to pay for parking in future, the cost should be the fair market value for all affected sites including the Airport. If employees were to pay for parking at a cost less than FMV, a taxable benefit would continue to apply and employees would have both an expense and a taxable benefit. Having employees pay less than fair market value and not assessing a taxable benefit for the difference could result in further actions from the CRA.

Transportation Demand Management Initiatives

Requiring employees to pay for parking can have a positive impact on transportation demand management initiatives (TDI) as employees seek out alternative and less expensive ways to travel to and from their workplace. The Region's Travelwise program currently provides discounted corporate transit passes, car share memberships, carpool matching, transit trip planning, transit and cycling maps, bike parking and free access to showers and change rooms. Potential enhancements currently under review and discussion by the Working Group include a flexible parking pass, full automation of all Travelwise services, flexible corporate travel pass and improved, safe and secure bike parking and storage. It is anticipated that the Working Group will report back on recommended changes in the next few months.

Other Considerations / Next Steps

Once Council decides on an option, there are likely to be numerous administrative details to work through including communications to affected employees, establishing payroll deductions for employee paid parking, processes for reimbursing parking related to business driving, an effective date for new employees to commence paying for employer provided parking, changes to the TravelWise program and other implementation issues. A sub-committee of the Working Group has been considering these issues and would continue to address them following Council's direction.

Conclusion

A review of employer provided parking is not without a number of difficulties including the potential removal of a long standing benefit that has a direct impact on employee compensation, the desire to remain an attractive and competitive employer and most importantly, the desire to balance the needs and interests of the employees with the needs and interests of the taxpayers. Given these considerations and the manner in which the Region has made similar changes in past, the Working Group favours Option 3.

CORPORATE STRATEGIC PLAN: Nil

FINANCIAL IMPLICATIONS:

Currently, the Region provides parking for all employees and assesses a taxable benefit where there is a fair market value for parking (150 Frederick Street, 235 King Street, 99 Regina Street and the Region of Waterloo International Airport). The options for employer provided parking presented in this report have varying financial implications ranging from \$0 for the Status Quo option to savings and cost offsets of approximately \$519,000 for the cost shared option to \$1,038,000 over time for the options where employees pay for parking at sites where there is a FMV. Savings and cost offsets would be reduced by the cost of reimbursement for business travel estimated to be in the range of \$175,000 to \$225,000 per year for the cost shared option and \$350,000 to \$450,000 per year for the other 2 options.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Staff from Finance, Human Resources, Facilities Maintenance and Transportation Planning have all been involved in the Working Group.

ATTACHMENTS

Appendix 1 – Parking Options Summary

PREPARED BY: *A. Hinchberger*, Director of Financial Services, Treasury and Tax Policy

APPROVED BY: *L. Ryan*, Chief Financial Officer

PARKING OPTIONS SUMMARY

General Option	Description	Pros	Cons
1) Status Quo	<ul style="list-style-type: none"> ▪ Continue employer paid parking ▪ Costs absorbed by Facilities Department and Regional Budget ▪ Considered a taxable benefit 	<ul style="list-style-type: none"> ▪ No negative financial impact on staff 	<ul style="list-style-type: none"> ▪ No progress on TDM initiatives ▪ Region continues to pay \$1.0 million annually for parking
2) Cost Shared Parking	<ul style="list-style-type: none"> ▪ Employee/Region pays 50/50 for parking ▪ Parking costs reimbursed when business travel required 	<ul style="list-style-type: none"> ▪ Budget reduction of \$519,000 as employee paid amounts reduces costs for purchased spaces and provides offsets for costs for Region-owned parking facilities ▪ Partial impact on TDM initiatives 	<ul style="list-style-type: none"> ▪ Full potential saving not achieved ▪ Only partial TDM impact ▪ Redesign of administrative processes to reimburse business parking (in addition increased administrative costs) ▪ Estimated reimbursement cost \$294,000 to \$344,000
3) Employee Pays Market Value for Parking with “Existing Staff Grandparented”	<ul style="list-style-type: none"> ▪ Employee pays for market value of parking space ▪ Existing staff grandparented until they leave Region ▪ Parking costs reimbursed when business travel required 	<ul style="list-style-type: none"> ▪ Over long term, progress on TDM initiatives ▪ Over long term, budget reduction of \$1.0 M as employee paid amounts reduces costs for purchased spaces and provides offsets for costs for Region-owned parking facilities ▪ No impact on existing staff ▪ Similar implementation plan as other changes (e.g. sick leave payouts) 	<ul style="list-style-type: none"> ▪ Length of time to achieve \$ savings and TDM impacts ▪ Potential of no change to parking ▪ Inconsistent treatment of staff ▪ Redesign of administrative processes to reimburse business parking (in addition increased administrative costs) ▪ Estimate reimbursement cost of \$350,000 to \$450,000
4) Employee Pays Market Value for Parking with Transition Period	<ul style="list-style-type: none"> ▪ Employee pays for market value of parking space after transition period ▪ New employees pay for parking as of certain date ▪ Parking costs reimbursed when business travel required 	<ul style="list-style-type: none"> ▪ Progress on TDM initiatives ▪ Budget reduction of \$1.0 M after transition as employee paid amounts reduces costs for purchased spaces and provides offsets for costs for Region-owned parking facilities ▪ Coordinates with some union contract terms 	<ul style="list-style-type: none"> ▪ Negative financial impact on staff ▪ Redesign of administrative processes to reimburse business parking (in addition increased administrative costs) ▪ Estimate reimbursement cost of \$350,000 to \$450,000

COUNCIL ENQUIRIES AND REQUESTS FOR INFORMATION

ADMINISTRATION AND FINANCE COMMITTEE

Meeting date	Requestor	Request	Assigned Department	Anticipated Response Date
04-Mar-08	P&W	Best Value Bidding	Finance/Purchasing	Fall 2011
09-Dec-09	Budget Committee	Comparison of reserves, expenditures and debt-per-capita between Region and comparator municipalities	Finance	Aug-2011
26-Jan-10	Committee	Report on a policy related to development charge grants, exemptions and deferral requests, to include past history/practice, implications, and options.	Finance	Aug-2011
08-Jun-10	A&F	Review current funding for the tax increment grant program, with full range of funding options.	Finance	Aug-2011
23-Nov-10	A&F	Assess the application of the prequalification guidelines (both generals and sub contractors) and report back to A & F after one years experience	Finance	Nov-2011
23-Feb-11	Budget Committee	GRCA levy and properties not receiving water/wastewater service	Finance	Fall 2011
23-Mar-11	Budget Committee	Review of reserve funds	Finance	Aug-2011
23-Mar-11	Budget Committee	Review of and options for long-term user rate models, for 2012 Budget process	Finance	Fall 2011 / Budget 2012 process