MEDIA RELEASE: Friday, January 25, 2013, 4:30 p.m.

REGIONAL MUNICIPALITY OF WATERLOO
ADMINISTRATION AND FINANCE COMMITTEE
AGENDA

Tuesday, January 29, 2013
11:30 a.m.
(Time is approximate; meeting follows Closed Session)
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

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

4. REQUEST TO REMOVE ITEMS FROM CONSENT AGENDA

5. MOTION TO APPROVE ITEMS OR RECEIVE FOR INFORMATION

   a) F-13-004, Federation of Canadian Municipalities - 2013 Membership
      Association of Municipalities of Ontario - 2013 Membership (Approval)  
   b) F-13-005, 2012 Accounts Receivable Write-offs (Approval)  
   c) CR-CLK-13-001, Service First Call Centre (SFCC) Implementation Update (Information)

REGULAR AGENDA RESUMES

6. INFORMATION/CORRESPONDENCE

   a) Council Enquiries and Requests for Information Tracking List  

7. OTHER BUSINESS

8. NEXT MEETING

9. ADJOURN

1347197
REGION OF WATERLOO
FINANCE DEPARTMENT
Treasury Services Division

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

DATE: January 29, 2013  FILE CODE: F02-20

SUBJECT: FEDERATION OF CANADIAN MUNICIPALITIES – 2013 MEMBERSHIP
ASSOCIATION OF MUNICIPALITIES OF ONTARIO – 2013 MEMBERSHIP

RECOMMENDATION:

THAT the Regional Municipality of Waterloo approve payment of the 2013 membership fees in the amount of $68,321.57 for the Federation of Canadian Municipalities and $10,824.63 including all applicable taxes for the Association of Municipalities of Ontario.

SUMMARY: Nil

REPORT:

The Region of Waterloo has received invoices from the Federation of Canadian Municipalities (FCM) and the Association of Municipalities of Ontario (AMO) for year 2013 membership fees. A copy of the FCM notice is attached as Appendix 1 and a copy of the AMO notice is attached as Appendix 2.

The cost of the 2013 FCM membership is $68,321.57 based on a flat fee of $320 and 13.41 cents per capita. The cost of the 2013 AMO membership is $10,824.63, including all applicable taxes, based on $6,573 for the first 30,000 households and $0.0173 per household above 30,000.

The following table compares the 2013 and 2012 costs for both the FCM and AMO memberships:

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>$ Increase</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>FCM</td>
<td>$63,187.91</td>
<td>$68,321.57</td>
<td>$5,133.66</td>
<td>8.1%</td>
</tr>
<tr>
<td>Base fee</td>
<td>$315</td>
<td>$320</td>
<td>$5.00</td>
<td>1.6%</td>
</tr>
<tr>
<td>Per capita fee</td>
<td>$0.1315</td>
<td>$0.1341</td>
<td>$0.0026</td>
<td>2.0%</td>
</tr>
<tr>
<td>Population</td>
<td>478,121 (2006 Census)</td>
<td>507,096 (2011 Census)</td>
<td>28,975</td>
<td>6.1%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>$ Increase</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMO *</td>
<td>$10,583.62</td>
<td>$10,824.63</td>
<td>$241.01</td>
<td>2.3%</td>
</tr>
<tr>
<td>Fee on first 30,000 households</td>
<td>$6,460</td>
<td>$6,573</td>
<td>$113</td>
<td>1.7%</td>
</tr>
<tr>
<td>Fee on households in excess of 30,000</td>
<td>$2,906.43 calculated as $0.017 x 200,943 households</td>
<td>$3,006.31 calculated as $0.0173 x 203,775 households</td>
<td>$100.28</td>
<td>3.4%</td>
</tr>
</tbody>
</table>

* Before HST rebate

The Region covers the FCM membership for both the Region and the Area Municipalities. The FCM fee noted above includes both the Region and the Area Municipalities. The AMO fee is solely for the Region’s membership.
CORPORATE STRATEGIC PLAN:

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

FINANCIAL IMPLICATIONS:

The net cost of the two memberships is $78,069.48, $68,321.57 for FCM and $9,747.91 for AMO after the HST rebate. The approved 2013 budget for Members of Council includes a provision of $78,100 for these memberships.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE: Nil

ATTACHMENTS:

Appendix 1 – 2013 FCM Invoice
Appendix 2 – 2013 AMO Invoice

PREPARED BY: A. Perrin, Financial Analyst

APPROVED BY: C. Dyer, Chief Financial Officer
24, rue Clarence Street  
Ottawa, Ontario K1N 5P3  
T. 613-241-5221  
F. 613-241-7440  

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

INVOICE/FACTURE: 25178  
DATE: 10/11/2012  
ACCOUNT/COMPTE: 24579  
DUE DATE/DATE LIMITE: 03/31/2013  

<table>
<thead>
<tr>
<th>ITEM/DESCRIPTION</th>
<th>AMOUNT/MONTANT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Fee for April 1/13 to March 31/14 / Frais de cotisation du 1er avril 2013 au 31 mars 2014</td>
<td>$68,321.57</td>
</tr>
<tr>
<td>Municipal Dues Calculated with a base fee of $320.00 plus per capita fees of $68,001.57 (fee population of 507,096 x 13.41 cents).</td>
<td></td>
</tr>
</tbody>
</table>

TOTAL: $68,321.57
PAID AMOUNT/MONTANT PAYÉ: $0.00
BALANCE DU/MONTANT DÛ: $68,321.57

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

2013 MEMBERSHIP INVOICE

Accounts Payable
Waterloo, Region of
150 Frederick Street
Kitchener, ON N2G 4J3

<table>
<thead>
<tr>
<th>Invoice No.:</th>
<th>MEM001965</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invoice Date:</td>
<td>January 1, 2013</td>
</tr>
<tr>
<td>Due Date:</td>
<td>January 31, 2013</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BILLED TO</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Category:</td>
<td>Upper Tier Municipality</td>
</tr>
<tr>
<td>Membership fee for the period:</td>
<td>January 1 to December 31, 2013</td>
</tr>
<tr>
<td>Harmonized Sales Tax (13%):</td>
<td>$1,245.32</td>
</tr>
<tr>
<td>HST number 10673294RT001</td>
<td></td>
</tr>
<tr>
<td>TOTAL:</td>
<td>$10,824.63</td>
</tr>
</tbody>
</table>

At its meeting on November 30, 2012, the AMO Board passed the Association’s 2013 budget which provided that membership fees be calculated using the most current household data available from the Municipal Property Assessment Corporation and that a 1.75% across-the-board increase be added to the calculated fee.

Your Municipality’s fee was based on a total of 203775 households as reported by the Municipal Property Assessment Corporation.

Please direct inquiries to:

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

200 University Avenue, Suite 801, Toronto, ON M5H 3C6
Tel: 416-971-9856 Toll Free: 1-877-426-6527 Fax: 416-971-5191
TO: Chair T. Galloway and Members of the Administration and Finance Committee

DATE: January 29, 2013

FILE CODE: F03-21

SUBJECT: 2012 ACCOUNTS RECEIVABLE WRITE-OFFS

RECOMMENDATION:

THAT the Regional Municipality of Waterloo approve $37,025.69 in accounts receivable write-offs for the year ended December 31, 2012 as set out in Report F-13-005.

SUMMARY: Nil

REPORT:

Background

Council Report F-10-008 provides the Chief Financial Officer with the authority and discretion to write-off accounts receivable up to $2,500. Finance, Housing and Legal Services staff have conducted a thorough review of all outstanding accounts to determine the amounts to be written off for 2012. Accounts with balances less than $2,500 aged beyond 90 days, and where all regular collection efforts have been exhausted have been written-off throughout the year. Write-offs of receivables exceeding $2,500 require Regional Council approval. A summary of policies and procedures used during the receivables collection process is attached as Schedule A.

Waterloo Region Housing – Recommended Write-offs $37,025.69

Waterloo Region Housing (WRH) charges rent and other fees such as maintenance, move-outs and miscellaneous items (legal, NSF fees and extra keys). Due to the nature of the clientele and program, interest charges are not applied to tenant receivables.

For 2012, the recommended write-offs in excess of $2,500 are $37,025.69 for 12 former tenants across a total of 2,722 units which includes the 132 units of the former Region of Waterloo Community Housing Inc. (ROWCHI). Approximately 95% of the recommended write-offs relates to unpaid rents and move-out charges due to excessive unit repairs. Although write-offs in excess of $2,500 have increased when compared to the prior year, the overall WRH write-offs are lower when compared to the 2011 amount as shown in the following table. It should be noted that write-offs are only recommended after extensive efforts at collection have been made by WRH staff.
It is noted that WRH write-offs were $135,293 for 2010 for 80 tenants including $79,789 for 17 tenants owing more than $2,500. The decrease in total write-offs and number of tenants can be attributed to staff proactively working with tenants in order to reduce tenant receivables. The recommended write-offs, which represents 0.29% of 2012 budgeted WRH revenues, have been fully provided for in the 2012 budget.

Non-Housing Accounts Receivable

There are no non-housing related accounts in excess of $2,500 to be written off for 2012. During 2012, continued focus was placed on collections. Electronic delivery of accounts receivable correspondence, issuing initial collection letters at the same time as statements and an increased volume of online payments contributed to reducing the number of days until an invoice is paid to 30 days. Monthly reporting on collections to Regional departments, coordinated efforts to collect amounts due and use of the Region’s Legal Services’ expertise contributed to decreasing the number of accounts and amounts written off during 2012.

During 2012, Finance staff provided billing and customer service functions for water/wastewater customers in the Townships of North Dumfries and Wellesley. The Municipal Act authorizes the Region as the upper tier municipality to request the Treasurer of a lower tier municipality to transfer amounts owed for the supply of public utility to the tax roll. In 2012, one request for transfer to property taxes was issued by the Region of Waterloo for unpaid water charges.

CORPORATE STRATEGIC PLAN:

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

FINANCIAL IMPLICATIONS:

The recommended write-offs in excess of $2,500 total $37,025.69 which equates to 0.02% of the total amount invoiced through Accounts Receivable and WRH for the year. The entire amount relates to WRH. This amount has been fully provided for and there is no impact on 2012 operations or budget related to Housing.

The Chief Financial Officer has the authority to write-off uncollectable accounts under $2,500. For 2012, write-offs under $2,500 total $38,081.79 including $25,484.91 for WRH and $12,596.88 for various program areas. These write-offs have been provided for in 2012 and prior years.

<table>
<thead>
<tr>
<th>Waterloo Region Housing Write Off Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Write-off &gt; $2,500</td>
</tr>
<tr>
<td>5 tenants</td>
</tr>
<tr>
<td>$26,424.31</td>
</tr>
<tr>
<td>12 tenants</td>
</tr>
<tr>
<td>$37,025.69</td>
</tr>
<tr>
<td>Change $</td>
</tr>
<tr>
<td>$10,601.38</td>
</tr>
<tr>
<td>Change %</td>
</tr>
<tr>
<td>40%</td>
</tr>
<tr>
<td>Write-off &lt; $2,500</td>
</tr>
<tr>
<td>63 tenants</td>
</tr>
<tr>
<td>$47,705.96</td>
</tr>
<tr>
<td>37 tenants</td>
</tr>
<tr>
<td>$25,484.91</td>
</tr>
<tr>
<td>Change $</td>
</tr>
<tr>
<td>(22,221.05)</td>
</tr>
<tr>
<td>Change %</td>
</tr>
<tr>
<td>-47%</td>
</tr>
<tr>
<td>Total Write-off</td>
</tr>
<tr>
<td>68 tenants</td>
</tr>
<tr>
<td>$74,130.27</td>
</tr>
<tr>
<td>49 tenants</td>
</tr>
<tr>
<td>$62,510.60</td>
</tr>
<tr>
<td>Change $</td>
</tr>
<tr>
<td>($11,619.67)</td>
</tr>
<tr>
<td>Change %</td>
</tr>
<tr>
<td>-16%</td>
</tr>
</tbody>
</table>

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

Total account write offs for 2011 and 2012 are shown in the following table.

<table>
<thead>
<tr>
<th>Region of Waterloo Write-off Summary</th>
<th>2011</th>
<th>2012</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Write-off &gt; $2,500</td>
<td>$109,224.64</td>
<td>$37,025.69</td>
<td>($72,198.95)</td>
</tr>
<tr>
<td>Write-off &lt; $2,500</td>
<td>53,690.62</td>
<td>38,081.79</td>
<td>(15,608.83)</td>
</tr>
<tr>
<td>Total Write-off</td>
<td>$162,915.26</td>
<td>$75,107.48</td>
<td>($87,807.78)</td>
</tr>
<tr>
<td>Total Invoiced</td>
<td>$171,676,328</td>
<td>$190,171,535</td>
<td></td>
</tr>
<tr>
<td>Write-off as % of Invoiced Revenue</td>
<td>0.09%</td>
<td>0.04%</td>
<td></td>
</tr>
</tbody>
</table>

Total 2012 write-offs are lower by $87,808, or 54%, when compared to the prior year amount of $162,915.

**OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**

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

**ATTACHMENTS:** Schedule A – Accounts Receivable Policies and Procedures

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

**APPROVED BY:** C. Dyer, Chief Financial Officer
Schedule A

Accounts Receivable Policies and Procedures

Finance Department for Non Housing Receivables

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

- Once the good or service is delivered, an invoice is created and mailed, and the revenue is credited to the program area;
- Monthly client statements are produced by Finance staff and mailed at the beginning of each month;
- At 31 days overdue, the first collection letter is issued by Finance staff. Telephone contact is attempted during this time and customers unable to pay in full are informed of the option of entering into a repayment plan;
- At 60 days overdue, if the account remains outstanding, the second collection letter is issued by Finance. Collection letters request full payment and the client is advised that access to service may be suspended and that legal action is a possibility. Telephone contact is still attempted during this time. If staff are unable to collect the account or get a written commitment from the customer as to a repayment plan, further options are considered including suspension of services and referral of the collection file to the Region’s Legal Services for possible legal action.

Waterloo Region Housing (WRH)

A series of processes are undertaken by Waterloo Region Housing (WRH) staff with respect to rent collection management and as allowed under the Residential Tenancy Act (RTA) including:

- Frequent review of arrear listings (more than once a month);
- Tenants who are in arrears by the 10th day of the month receive a N4 (Notice to End a Tenancy Early for Non-payment of Rent) under the RTA;
- Staff generally receive payments or enter into arrear repayment agreements with tenants;
- In the event that a tenant has not made efforts regarding their outstanding balance, an application to terminate tenancy is made to Rental Tribunal. Early intervention with tenants in arrears assists WRH in avoiding this process;
- Information is also shared among other Service Managers through the province-wide arrears database where tenants with arrears are not eligible to reapply for housing in Ontario unless the arrears are paid or a payment plan is in place.
TO: Chair Tom Galloway and Members of the Administration and Finance Committee

DATE: January 29, 2013

SUBJECT: SERVICE FIRST CALL CENTRE (SFCC) IMPLEMENTATION UPDATE

RECOMMENDATION:

For Information.

SUMMARY:

In August of 2011, Regional Council endorsed a plan for the implementation of a Region-wide Service First Call Centre (SFCC) (CR-CLK-11-012 dated August 16th, 2011). The SFCC is set to begin receiving the first phase of calls on February 20th.

Over 2011 and 2012 the focus of work has been on building the foundations for the SFCC. Some key achievements are the acquisition and implementation of Customer Relationship Management (CRM) software; a privacy impact assessment to insure the protection of customer/citizen information; the documentation of call information for all major call areas at the Region; the hiring of the SFCC staff team and the development and implementation of the transition strategy for staff that are transferring into the SFCC from other call handling jobs; and the development and implementation of a comprehensive internal communications plan along with the start of building and external communications brand and plan.

In 2013 and 2014 effort will be directed toward transferring responsibility for handling calls from program areas to the SFCC in 6 phases. Call information for all remaining programs as the Region will be documented. Throughout 2013 the public will call the existing numbers that are advertised and calls will be re-directed behind the scenes. Early in 2014, once all call responsibilities are transferred, the SFCC will be launched officially to the public and one primary line for the Region will be marketed.

Through the development of the SFCC partnerships with area municipalities are also being established. The Region has established a formal partnership with the City of Kitchener where the Region is co-locating its call centre with the existing City of Kitchener call centre and there is a potential for sharing of CRM software. The Region is maintaining existing partnerships around after hours services with area municipalities and exploring other possibilities.

The implementation of the SFCC has also prompted other related service improvement initiatives such as: the CRM software will enable the Region to provide mobile and online self serve options for the public, through the centralizing of the phone handling responsibilities, program areas are identifying opportunities to centralize their counter services through the Citizen Service Associates in the administrative buildings; and through the use of the CRM the Region will also be able to better document, track and follow up on complaints received.
REPORT:

Project Overview

In August of 2011, Regional Council endorsed a plan for the implementation of a Region-wide Service First Call Centre (SFCC) (CR-CLK-11-012 dated August 16th, 2011). The SFCC is set to begin receiving the first phase of calls on February 20th. Responsibility for remaining calls will be transferred to the SFCC in 6 phases throughout 2013. The SFCC will be launched to the public in the spring of 2014 once the service is fully implemented.

The Service First model will allow the public to contact the Region using a variety of channels: by phone, in person, by computer or by mobile device. Appendix A provides a visual graphic of the Service First operations. Using consistent tools and resources an inquiry will be handled at the first point of contact 80% of the time by a Customer Service Representative (call centre) or Citizen Service Associate (counter). 20% of the time calls will need to be transferred to a department specialist due to the complexity of the inquiry, or a service request will be issued for the program area to resolve (e.g. pothole repair, restaurant inspection etc). The Customer Relationship Management (CRM) software will be able to connect with the Geographic Information System (GIS) and departmental technologies as required to transfer service request/ work order information and updates back and forth. This will ensure that the CSRs and CSAs always have the most up to date request information when the public contact them for follow up.

The SFCC if being established as a result of public input which has indicated that: it is hard to find the right person when calling the Region; the public is getting bounced around; and, they aren't able to follow up on their requests or inquiries. The SFCC has many benefits both to the Region and to the public. The SFCC will provide enhanced service to the public by providing one clear point of access that will be available 24/7. With the SFCC handling 80% of telephone interactions with the public, operating departments will be able to focus on their area of expertise. The Region will have more satisfied callers as overall they will get to the right person or answer sooner, have less reasons to call back, fewer complaints and better data overall to understand what people are calling the Region about and why. This performance and service related data will be very valuable to inform decisions about service delivery and to ensure the SFCC is running efficiently.

The goal of the SFCC remains that it will be cost neutral on an operating basis once it is fully implemented. A number of financial savings have been realized along the way including savings on the purchase of CRM software and our partnership with the City of Kitchener regarding co-location of our call centre services.

Key Achievements to Date (2011 – 2012)

Following is an overview of key milestones and achievements to date.

**Customer Relationship Management (CRM) software has been purchased and implemented.** Through a thorough review process enterprise wide CRM software has been purchased and is nearly fully installed. Licensing for this software is available to all area municipalities should they desire to access it. This software has the ability to script, track and follow up on all customer interactions. It can integrate with other systems such as Geographic Information Systems (GIS), telephone systems and departmental work order systems. Using the software a CSR will be able to answer a call from the queue and follow a set of scripted responses that are customized for each inquiry while documenting any information required to follow up on the call. The CRM will reference existing program information on the website or other sources. Reports can be generated based on any number of criteria – number of calls, types of calls, geographic areas, departments, types of service requests or compliance with service levels.
**Privacy Impact Assessment** A privacy impact assessment has been completed to ensure that only information strictly required for service delivery is captured in the CRM and that there are processes in place to protect the privacy of information that is stored. There were no high risk recommendations as a result of the assessment. An action plan has been developed to ensure that all recommendations will be resolved.

**Call scripts have been completed for all major call areas.** Since June, 2012 each program area has been working with the SFCC team to document all the information that will be required to handle their calls in the SFCC. Each area has also been identifying any requirements or opportunities to redesign processes once the SFCC is live. Common actions involve introducing new technology or processes such as enabling staff in the field to access requests remotely; redesigning phone queues to ensure there is always someone to answer a transferred call; giving SFCC access to departmental systems (e.g. Yardi) or integrating with CRM so that SFCC and programs have proper communication on service changes and information to respond to inquiries; introducing the use of GIS to be able to automatically create and assign work based on location and to respond to inquiries; and re-organizing roles and work left in departments from positions that are being transferred to the SFCC.

**SFCC staff team has been established.** A management and technical team has been hired to operate the SFCC, and cumulatively they have over 30 years call centre experience. Many of the CSR positions are being filled by existing call handling staff at the Region who are transferring into the SFCC. They are all being provided training specific to the new SFCC model. Vacancies are being filled with internal and external candidates using the normal posting process.

A key finding of the initial call handling study in 2010 was that many areas in the Region do not have detailed data about volume and types of calls that are currently being handled. Once live, the SFCC will be able to provide extensive reporting in this regard. Staffing levels for the SFCC have been established based on projected call types and volumes and best practice data including comparators to other similar municipalities. The City of Winnipeg has shared its expertise in staff forecasting in a 24/7 call centre environment. Using their historical data on call types and patterns they have assessed our staffing levels based on our projected call types and volumes and provided advice to ensure we have adequate staffing to provide timely response times. Staffing contingency plans have been put in place to ensure that we can meet these response times. Using the data provided through the CRM and other call centre technologies, staffing levels and response times will be closely monitored as the calls are transferred over in 2013 and will continue to be monitored on an ongoing basis to ensure effective service to the public.

**Internal and external communications plan is being delivered.** A comprehensive internal and external communications plan has been developed. Regular communications have been delivered to internal stakeholders to ensure all staff are aware of progress of the SFCC implementation and their role. Broader communications with the general public will begin in 2014. Throughout 2013 calls will be redirected to the SFCC behind the scenes and the public will continue to call existing lines. Targeted communications will occur for specific program areas where the caller experience will be significantly different (i.e. currently automated switching to live answer in SFCC).

To assist in developing the external communications plan, focus groups were held with the public to determine their perceptions of barriers and benefits of this new way to access Regional services; to assess their expectations related to this service; and to gather feedback about how the service should be communicated.

The two focus groups consisted of people from a range of demographic background. While the purpose of the focus group was to inform our communications, the feedback gathered confirmed our
original business case for the SFCC. Participants were very positive about having one number to call for Regional services and confirmed that they would use this service.

In addition, focus group participants shared their perspectives on the benefits they foresee the SFCC delivering as well as on a variety of potential call center weaknesses, many of which staff have already taken steps to mitigate. Notwithstanding, most participants expressed confidence that the Region would be able to employ strategies to avoid common call center problems such as wait times and dropped calls.

2013-2014 Implementation Activities

The focus for 2013 will be on transferring call handling responsibility to the SFCC in 6 phases. Each phase consists of a grouping of services based on similar service types and volume of calls. The public will continue to call the phone number they currently use and phone lines will be redirected behind the scenes. In 2014 a public launch will occur and the Region will begin to market the one primary phone number to call for Regional services. The SFCC team will continue to work with all remaining program areas to document their call information and find opportunities for process improvements such as use of GIS, insuring seamless transfer of calls to subject matter experts and enhanced use of CSA counter services.

The SFCC will be implementing a balanced approach to measuring and reporting on key areas of performance. The metrics identified for each key performance area are interrelated and must be performing well in all of these areas to insure overall success. The 4 areas where metrics are being developed to measure performance are; Citizen/Customer/Client Satisfaction, SFCC Employee Engagement and Operational Efficiency. These metrics will be a combination of internal measures and external public feedback. Citizen Service will report at regular intervals to the business unit partners, senior leadership and Council on the key performance metrics of the SFCC.

Internal Collaboration and External Partnerships

Internally, the implementation has been a highly collaborative process. Key stakeholders have been involved in the approval and implementation of all critical steps related to human resources, technology, call centre operations and communications. Every department has been involved at some point. Program area leads for the major call handling areas have dedicated significant time and effort to insuring the SFCC is a success by providing call information, training materials for SFCC staff and attending working group meetings.

Externally, the Region has built relationships with area municipalities as well. The City of Kitchener approached the Region to identify opportunities for partnering. This partnership has resulted in the Region co-locating the call centre with the City of Kitchener call centre at a savings over both one time renovation and ongoing rental costs. The Region was able to secure licensing to the CRM for all area municipalities. Should the City of Kitchener choose to use the Region’s CRM, after an internal rationalization of existing systems, the Region will no longer pay rent. As of November, 2012 the Region has moved into this shared space. The City and the Region will continue to look for further opportunities to partner.

The City of Waterloo has also approached the Region to identify opportunities to partner on either CRM software or call centre services. These discussions are at a preliminary stage.

The Region currently has existing agreements with the Townships of Woolwich, Wellesley, Wilmot and North Dumfries to provide after hours dispatch services. This service will continue under the SFCC.
Preliminary conversations have been held with the 911 dispatch centre to insure there are appropriate protocols for handling emergency calls and to identify any other areas of possible partnerships.

As a funder of the 211 service, the SFCC will also identify ways to ensure there is seamless integration to that contracted service.

**Other Related Initiatives**

Through the implementation of the SFCC other opportunities to leverage processes and technology have been identified.

- **On line/ mobile services.** The CRM software purchased has the capability for online services and mobile apps. Service requests (electronic forms) are being created for CSRs to respond to inquiries (i.e. reporting a pot hole or a traffic light failure), this same form can be leveraged and made into a self serve option either through the website or a mobile device. Throughout 2013, the Region will engage the public and work with program areas to identify opportunities to provide self serve options through these channels.

- **Citizen Service Associate (CSA) counter program.** Currently there are CSAs situated in the main lobbies of the three Region administration buildings (99 Regina, 150 Frederick, and 150 Main). Through discussions that took place with program areas in conjunction with the transfer of call handling responsibilities, opportunities were identified to transfer reception responsibilities currently provided within the program areas to the CSAs in those buildings. The long term vision is to enhance the level of service provided by the CSAs and offer a central reception point for the buildings and expanding access to services across multiple sites.

- **Complaints management tracking.** The CRM software has the capability to track and follow up on complaints. Each department will have improved access to complaint data related to their programs. This reporting will be used to inform service improvements.

**CORPORATE STRATEGIC PLAN:**

The 2011-2014 Corporate Strategic Plan contains the following action- (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 center.

**FINANCIAL IMPLICATIONS:**

The total approved capital budget for the SFCC is $5.880 million, including $4.043 million for 2013, funded from debentures. Capital expenditures to implement the project are expected to be within budget. The operating budget for the SFCC is currently being developed. Program budgets will be adjusted accordingly as positions (dollars and FTE’s) are transferred into the SFCC operations. The goal of the SFCC is to be cost neutral on an operating basis excluding debt charges.

**OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**

The implementation of the SFCC is an ongoing collaboration between all Region Departments. The SFCC team work closely with program area representatives to ensure services are delivered effectively on their behalf. Finance, Human Resources and Corporate Resources provide technical support and assistance to implement the various components of the service. An executive level steering team with representatives from all impacted areas of the organization continues to provide input and leadership oversight.
ATTACHMENTS

Appendix A: Service First Model

PREPARED BY: Deb Bergey, Service First Call Centre Project Manager

APPROVED BY: Gary Sosnoski, Commissioner Corporate Resources
**Appendix A: Service First Model**

The public will be able to contact the Region through multiple channels. Using consistent tools and resources the inquiry will be handled at the first point of contact 80% of the time by a Customer Service Representative (CSR) or Citizen Service Associate (CSA). 20% of the time calls will need to be transferred to a department specialist due to the complexity of the inquiry, or a service request will be issued for the program area to resolve. I.e. pothole repair, restaurant inspection etc. The Customer Relationship Management (CRM) software will be able to connect with departmental technologies as required to transfer service request/ work order information and updates back and forth. This will ensure that the CSRs and CSAs always have the most up to date request information when the public contact them for follow up.
<table>
<thead>
<tr>
<th>Meeting date</th>
<th>Requestor</th>
<th>Request</th>
<th>Assigned Department</th>
<th>Anticipated Response Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>26-Jan-10</td>
<td>Committee</td>
<td>Report on a policy related to development charge grants, exemptions and deferral requests, to include past history/practice, implications, and options.</td>
<td>Finance</td>
<td>2013, as part of Development Charges By-law review</td>
</tr>
<tr>
<td>08-Jun-10</td>
<td>A&amp;F</td>
<td>Review current funding for the tax increment grant program, with full range of funding options.</td>
<td>Finance</td>
<td>First quarter of 2013</td>
</tr>
<tr>
<td>28-Feb-12</td>
<td>A&amp;F</td>
<td>Process for calculating/appeal of development charges</td>
<td>Finance / Legal Services</td>
<td>2013, as part of Development Charges By-law review</td>
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<td>20-Mar-12</td>
<td>A&amp;F</td>
<td>Report maintaining the optional class for new multi-residential development, including revenue forecasts</td>
<td>Finance</td>
<td>Spring 2013</td>
</tr>
<tr>
<td>25-Sep-12</td>
<td>P&amp;W</td>
<td>Consultant's report on economic development in Waterloo Region</td>
<td>CAO</td>
<td>Dec-2012</td>
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<tr>
<td>25-Sep-12</td>
<td>A&amp;F</td>
<td>Legal Hold Policy</td>
<td>Council &amp; Admin Services - Information Management &amp; Archives</td>
<td>Feb-2013</td>
</tr>
<tr>
<td>06-Nov-12</td>
<td>A&amp;F</td>
<td>Defer report P-12-119, Public Art for Grand River Transit Operations Centre Strasburg Road until after the 2013 budget process has been completed.</td>
<td>PH&amp;CS</td>
<td>Spring 2013</td>
</tr>
<tr>
<td>06-Nov-12</td>
<td>S. Strickland</td>
<td>THAT staff report back to Committee on a recommended pilot project where the general, electric and mechanical contractors, at a minimum, are prequalified, and where the results are reviewed and compared with project of similar scope where the subcontractors weren’t prequalified.</td>
<td>Finance</td>
<td>TBD</td>
</tr>
</tbody>
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