
Members absent: C. Millar

DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT

R. Deutschmann advised that he won't be declaring a conflict with regards to agenda item 5a), F-13-084, Fall 2013 Regional Debenture Issue, at this time since the report is for information only. When a report comes back to Committee with a motion, he will make a declaration since the issue refers to the multi-modal hub.

S. Strickland advised that he will recuse himself from discussion on agenda item 6a), CA-HR-13-008, Municipalities as Non Construction Employers, due to the nature of his employment.

DELEGATIONS

a) Mike Fisher, Board Chair, Woodland Christian High School, appeared before the Committee regarding the organization’s request for an exemption/grant for Regional Development Charges (RDC) paid for the expansion of the school. He provided a presentation to the Committee; a copy is appended to the original minutes. He introduced other individuals from the school community in attendance.

* R. Kelterborn left the meeting at 10:58 a.m.

M. Fisher provided background information about the school, including community engagement; core values; who the school serves; funding sources; similarities and differences with other secondary schools. He referred to operating and capital budgets and how Woodland is different as a non-profit, independent school. He provided data about comparators of other municipalities where exemptions are given to private schools. In addition, he noted the significant variance between the increased cost of construction and the increased Regional Development Charges.

* R. Kelterborn returned to the meeting at 11:08 a.m.

M. Fisher summarized Woodland’s request that Regional Council waive the RDC or defer the charges until such time as the property is sold or when there is a re-zoning of the property.

M. Fisher responded to Committee questions about future plans for selling the property or applying for a re-zoning. He advised that Woodland has no plans to apply for a re-zoning and that if Council approved a deferral of the charges and if the property is sold in the future, Woodland would make the payment to the Region a condition of the sale. In response to a
Committee question about the history of DC deferrals or exemptions in other municipalities, Mr. Fisher advised that all other Ontario municipalities have approved exemptions except the Region of Waterloo.

F-13-085, Grant Application to Fund Regional Development Charges – Woodland Christian High School

In response to a Committee question about the rate of refusal for other independent schools, Calvin Barrett, Director, Financial Services and Development Financing, stated that while he doesn’t have a list with details, all past requests from independent schools have been denied and have proceeded with their planned expansion projects.

Regional Chair K. Seiling stated that Regional Council has been very careful in allowing exemptions and he urged Council to maintain the consistency of the current policy. He reminded the Committee that the collection of RDCs are factored into the Regional budget. He moved the motion contained in the staff report and S. Strickland seconded it.

In response to a Committee question about the deferral option in the current policy, C. Barrett advised that per the Development Charges Act (Act), deferral is at the discretion of Council and he identified the two past instances where this has occurred for a specific time period and specified purposes.

C. Barrett responded to a Committee question regarding the use of RDC funds, stating that the funds are used for capital projects to support growth - both residential and non-residential - and that 75% supports roads projects to carry traffic resulting from the growth.

In response to a Committee inquiry about the legal implications of a RDC deferral, Debra Arnold, Regional Solicitor/Director, Legal Services, stated that if the Committee recommends a deferral, it would be beneficial if it was also recommended that staff be directed to come back with a report on the impact of the deferral. She added that the Region has only deferred RDCs in very rare instances and typically due to the significant concerns about enforcing a deferral and the issue of interest accruing on the deferred charges.

The Committee discussed the need for Woodland and other local independent schools to lobby the provincial government to review and revise the Act, as it relates to independent schools.

The Committee discussed the need for a review of the current Regional by-law, specifically the handling of exemption and/or deferral requests from independent schools and other private organizations. T. Galloway clarified that the RDC By-law came into effect in 1991 but has been reviewed and amended every five (5) years, as required by the Act. In addition, a review task force is currently undertaking a review of the policy and by-law.

J. Brewer indicated her intention to bring forward a motion to defer the development charges for Woodland should the current motion be defeated.

The Committee discussed options for deferral of the charges. C. Barrett stated that the current by-law expires July 31, 2014 and that if the Region defers on this file, it would have to treat all subsequent non-profit applications in the same manner.

In response to a Committee inquiry about the funding source if a deferral was approved, Craig Dyer, Chief Financial Officer, indicated that there is a provision in the Region’s operating budget but currently the Region has a projected operating deficit and this deferral would contribute to the projected deficit.
T. Cowan requested a recorded vote on this matter.

MOVED by K. Seiling
SECONDED by S. Strickland

THAT the Regional Municipality of Waterloo take no action on the request of Woodland Christian High School (Cambridge District Association for Christian Education) for a grant in the amount of $142,597.43 to offset the impact of development charges, as described in Report F-13-085.

CARRIED

NAYS: J. Brewer, T. Cowan, D. Craig, J. Haalboom, G. Lorentz

J. Brewer requested that the pending review of the current Regional Development Charges by-law include the review of the handling of exemption and/or deferral requests from independent schools and other private organizations. T. Galloway advised that he is the chair of the Task Force and will direct staff to include information about this issue during the review.

The Committee recessed at 11:49 a.m. and reconvened at 1:29 p.m.

T. Galloway advised that he did, indeed, vote in favour of the motion in report F-13-085; there was a technical issue with recording his vote.

DEPARTMENTAL PRE-BUDGET PRESENTATIONS

a) Finance

Craig Dyer, Chief Financial Officer, provided a presentation to the Committee; a copy of his presentation is appended to the original minutes. He gave an overview of the department’s mandate and scope of services; financial report examples; external relationships; and, operating expenditures, noting that 80% of expenditures are related to staffing. He stated that a majority of department costs fall to the tax levy and he provided statistics related to Finance department activities. He identified three key priorities for 2014, which include the 2014 budget process; Rapid Transit; and, the RDC background study and new by-law. He advised that the budget challenge for the Finance department will be how to meet internal and external customer expectations as services expand and become more complex with potentially reduced staffing levels.

In response to a Committee question about communications with senior staff about the upcoming budget and the request for budget reduction options, C. Dyer stated that in addition to the budget guideline approved by Council in June 2013, staff have been given base budget parameters and budget reduction targets. He advised that meetings with departments will begin next week and he outlined the processes that will lead up to the compilation of the 2014 budget book. He stated that staff are aware of the $7.5M reduction target on the Regional base budget from our projected base; this target has been pro-rated across the various departments for the purpose of identifying budget reduction options.
In response to a Committee question about whether the Finance department will be presenting an issue paper on the Capital Reserve Fund, C. Dyer confirmed that there will be an item for the 2014 budget.

b) Corporate Resources

Gary Sosnoski, Commissioner, Corporate Resources, gave a presentation to the Committee; a copy is appended to the original minutes. He identified the four department areas of focus including, Provincial Offences Administration (POA) Court; technology expansion and reliance; building infrastructure and growth; and, energy. He highlighted the operating expenditures and provided an overview for each of the divisions. He outlined the budget challenges for the four areas of focus, specifically identifying the decline in POA charges and aggregate revenues and the collection of fines.

The Committee inquired about the decline in red light camera fines and G. Sosnoski responded that this is likely as a result of people making more responsible choices, better public communications and the re-locations of the red light cameras.

In addition, the Committee inquired about the policy regarding the placement of staff and the access to services in the other core areas of the Region, and the collection of fines from persons residing out-of-province and out-of-country. G. Sosnoski stated that such a policy is not in place and that the historical trends to provide services in the core areas of the Region has evolved into a strategy towards achieving efficiencies; he noted the Region’s Call Centre and the parking garage partnership as examples. Thomas Hudacin, Manager, POA, advised that he can provide statistics about outstanding fines from out-of-province and out-of-country drivers but stated that the Region doesn’t have the means to collect these fines.

* J. Mitchell left the meeting at 2:05 p.m.

In response to a Committee inquiry about the potential impact of Bill 34 in collecting defaulted fines, G. Sosnoski stated that the Region should expect a level of improvement if all the enforcement measures were in place.

REQUEST TO REMOVE ITEMS FROM CONSENT AGENDA

There were no requests to remove items from the Consent agenda.

MOTION TO APPROVE ITEMS OR RECEIVE FOR INFORMATION

MOVED by G. Lorentz
SECONDED by T. Cowan

THAT the following item be received for information:

- F-13-084, Fall 2013 Regional Debenture Issue

CARRIED

REGULAR AGENDA RESUMES

REPORTS – HUMAN RESOURCES

a) CA-HR-13-008, Municipalities as Non Construction Employers
MOVED by J. Haalboom
SECONDED by L. Armstrong

THAT the Regional Municipality of Waterloo advise the Provincial government of its support for the MARCO resolution below and for Bill 73, “The Fair and Open Tendering Act”, as outlined in report CA-HR-13-008, dated September 10, 2013.

CARRIED

* J. Mitchell returned to the meeting at 2:08 p.m.

REPORTS – CORPORATE RESOURCES

b) CR-CLK-13-004, 2014 Schedule of Council/Committee Meetings

In response to a Committee member’s concern about the August 20, 2014 Council meeting date in light of the 2014 Association of Municipalities of Ontario (AMO) Conference, it was clarified that the conference is being held in London and shouldn’t present any scheduling issues.

G. Lorentz requested that staff be advised not to schedule Regional advisory committee meetings on dates that might conflict with annual conferences and other board meetings involving Regional Councillors.

MOVED by C. Zehr
SECONDED by J. Brewer


CARRIED

c) CR-CLK-13-005, Delegation Time Limits – Procedural By-law

K. Seiling provided the context for this report coming forward and he suggested that the Committee discuss the issue so that any recommended amendments to the Procedural By-law 00-031 dealing with delegation time limits can be incorporated into the same amending by-law as the previously approved amendments.

R. Deutschmann requested a recorded vote. The Committee discussed the options available for an amendment to the by-law.

A request was made to read the motion; T. Galloway read the motion.

MOVED by C. Zehr
SECONDED by T. Cowan

THAT the time limit for delegations to speak at Regional Standing Committee meetings be set at 5 minutes for individuals and 10 minutes for groups.

DEFEATED


1468585
OTHER BUSINESS

a) Council Enquiries and Requests for Information Tracking List was received for information.

b) Notice of Motion

R. Deutschmann provided a Notice of Motion as follows:

Notice is hereby provided that Regional Councillor Rob Deutschmann intends to introduce the following motion at the next meeting of Regional Council:

WHEREAS the Waterloo Region Police Services Board consists of seven members which oversee a budget that comprises approximately one-third of the overall Region of Waterloo budget;

AND WHEREAS Regional Council is responsible for the funding and affirmation of the Police Services Board budget;

AND WHEREAS four of the members of the Police Services Board consist of the Regional Chairman and three members appointed by Regional Council;

AND WHEREAS section 27(11) of the Police Services Act provides for the replacement of a board member by municipal council in the event that a board position appointed by municipal council becomes vacant:

(11) If the position of a member who is appointed by a municipal council or holds office by virtue of being the head of a municipal council becomes vacant, the board shall notify the council, which shall forthwith appoint a replacement

AND WHEREAS section 25(8) of the Police Services Act, dealing with the role of the Ontario Civilian Police Commission, provides for the replacement of a board member where a member has been suspended or removed by the Commission:

Replacement of suspended or removed member

(8) If the Commission suspends a member of a board or removes him or her from office, the municipal council or the Lieutenant Governor in Council, as the case may be, shall appoint a person to replace the member.

AND WHEREAS the term “vacant” is not defined in the Police Services Act, the Oxford Dictionary provides the following definition – “(of a position of employment) not filled”;

THEREFORE BE IT RESOLVED THAT in the event of any vacancy occurring on the Police Services Board, however arising, including where a board member is required to “step down”, notification of such vacancy shall be communicated immediately to Regional Council.

AND BE IT FURTHER RESOLVED THAT in the event that the vacancy is either the Regional Chair or a member appointed by Regional Council, then Regional Council will appoint a replacement member, even if such replacement is of a temporary nature.
AND BE IT FURTHER RESOLVED THAT communication concerning the vacancy occurring on the Police Services Board of any member, and appointment of a replacement by Regional Council, be carried out in public.

NEXT MEETING – October 1, 2013

ADJOURN

MOVED by J. Brewer
SECONDED by T. Cowan

THAT the meeting adjourn at 2:18 p.m.

CARRIED

COMMITTEE CHAIR, T. Galloway

COMMITTEE CLERK, S. Natolocheny
WOODLAND
Christian High School

Development Charge Request to Administration and Finance Committee Region of Waterloo

Mike Fisher,  
Woodland Board Chair  
Sept 10, 2013
Request to Committee

- Respectfully, the Board and Administration of Woodland Christian High School requests that Region of Waterloo, who has the complete and full authority in accordance current bylaws and the Act, to:
  - Waive the Development Charges, or alternatively
  - Defer the Development Charges of Woodland's current expansion campaign until the properties is sold or there is a zoning change.
Present Today

- Mike Fisher – Chair of the Society responsible for Woodland Christian High School (Presenter)
- John Van Pelt – Principal of Woodland
- Derrick Grift – Chair of Capital Campaign
- Paul Branan – Director of Advancement & Development
About Woodland

- Community-oriented, publically accessible independent high school.
- Serving this community for 37 years
- 293 students attending from Grade 9-12 from across the Region of Waterloo
- Expected Growth to 350 students

September 10, 2013

www.woodland.on.ca

4
Community Engagement

- **Facilities Servicing:**
  - KW Lightning Basketball Club, Children’s International Summer Villages (CISV), District 8 CWOSA, Every Eye Media, Hespler Scorpions, Emmanuel Bible College
  - Ventures Winterguard, St. John’s Drum Corps Brantford, Apostolic Christian Church, The Gospel Center, Minor Soccer Leagues

- **Organizations Locally Served:**
  - Waterloo Regional Food Bank, Cambridge Food Bank, Family & Children Services (Adopt a Family), Ray of Hope, Out of the Cold, Christian Horizons, Mennonite Central Committee, Township Roadside Cleanup, Local Thrift shops and clothing exchanges.

- **Globally Served:**
  - Raise Funds and help build schools in poorest 3rd world countries in such as Guatemala, Belize, Dominican Republic
Core Values

Our Core Values include the following:

- To Serve and Honour God,
- To have Honesty and Integrity in all matters,
- To provide students with the opportunity to realize their God-given potential and to develop into highly skilled, knowledgeable, caring citizens who contribute to their society and the world,
- To offer education based on the Judeo-Christian ethic which enhances student performance and well-being, closes the gaps in student achievement, and encourages and supports a worldview of justice, equity, and community.
Who we Serve

- Excellent education at an affordable price.
- We welcome ALL families from the greater Regional area who value the benefits of Christian Education regardless of ethnicity or religious background.
- We are dependent on a high number of volunteers who are intimately involved in all areas of the school through a number of parent involvement committees. These volunteers along with our dedicated professional staff are the backbone of the organization.
- In all these volunteer activities a sense of community is built.
How We Fund Woodland

- We operate as not-for-profit organization
- The greatest portion of operational expenses is covered by tuition paid by parents.
- The larger Woodland community (families with no children in the school) provides significant additional funding to meet our annual costs.
- The Woodland community and parents encompass - single parent, blended, and traditional families from a blue to white collar socio-economic range.
- We offer tuition-assistance to encourage enrollment of students from a variety of socio-economic situations.
Like Other Schools

- We offer the Ontario Secondary School Diploma.
- We provided education in accordance with Provincial standards as set under the Education Act.
- We are subject to and inspected by the Independent Schools Branch of the Ministry of Education and Training.
- Maintain school records such as the OST and OSR.
- Administer EQAO testing.
- Like public-funded schools, we pay no property tax.
- We serve an important and necessary public function but, notably, without any public funding.
Unlike Other Schools

- **Operating Budgets** - Woodland Parents and Supporting Communities receive 0% of a $3M operating budget
  - Public schools – 100% public funded
  - WLU and U of W - ~85% public funded

- **Capital Budgets** - Woodland Parents and Support Community received 0% of $4.8M Capital dollars for our current Expansion.
  - Public Schools – 100% public funded
  - WLU and U of Waterloo – 33% to 70% public funded
Our Community, Our Region

- Woodland Community contributes significantly to the tax base of Waterloo Region:
  - Parents directly contribute - ~$270,000 annually
  - Supporting community - ~$1,400,000 annually

- Woodland Communities also contribute significantly to Public-funded Education:
  - Parents - ~$100,000 annually
  - Supporting Community - $500,000 annually
## Inconsistent with Other Regions

Regional Development Charges Exemptions Provided for Independent Schools across Ontario

<table>
<thead>
<tr>
<th>Town/City</th>
<th>Year</th>
<th>School</th>
</tr>
</thead>
<tbody>
<tr>
<td>Halton Hills</td>
<td>2013</td>
<td>Halton Hills Christian School</td>
</tr>
<tr>
<td>Halton Hills</td>
<td>2012</td>
<td>Halton Hills Christian School</td>
</tr>
<tr>
<td>Ottawa</td>
<td>2010</td>
<td>Ottawa Christian School</td>
</tr>
<tr>
<td>Barrie</td>
<td>2008</td>
<td>Timothy Christian School</td>
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<tr>
<td>Hamilton</td>
<td>2006</td>
<td>Hamilton Christian School</td>
</tr>
<tr>
<td>Burlington</td>
<td>2006</td>
<td>Trinity Christian School</td>
</tr>
<tr>
<td>St. Catharines</td>
<td>2006</td>
<td>Beacon Christian School</td>
</tr>
</tbody>
</table>
In Summary

Woodland Christian High School, Parents, and Supporting Community:

- Is a strong community-oriented, publicly-accessible, open school partner
- Is an educational institution like Public-funded Boards and should be treated equally with respect to DCs
- Provides the Region with significant revenue each year
- Bears a double-burden to pay for existing Public Education + all Education expenses for Woodland
- Unlike Educational Institutions that do pay Regional DCs, Woodland receives $0 Operating or Capital from Government Sources
- Unlike the Region of Waterloo, 6 other Regions have granted exemptions for DCs in Capital expansions of independent schools.
Our Request

- Respectfully, we request that Region of Waterloo, who has the complete and full authority in accordance with the payment provisions of the REGIONAL MUNICIPALITY OF WATERLOO BY-LAW NO. 09-024 Section 12 and as specified in the Province of Ontario Development Charges Act, 2009, Section 27 (1), to:
  - Waive the Development Charges, or
  - Defer the Development Charges of Woodland's current expansion project, until such time as the property is sold or there is a zoning change.
Questions?

Contact Information:
Board Chair: Mike Fisher – 519-572-8965
Principal: John Van Pelt – 519-648-2114 x133
Finance Department

Pre-Budget Presentation

to Administration and Finance Committee

September 10, 2013
Ensure the long term financial health of the Corporation through prudent financial stewardship

• provide advice and recommendations to Council on all financial, procurement and insurance-related matters

• acquire goods and services in an open, transparent and accountable manner while ensuring the best possible value for taxpayers
Finance Department

- process financial transactions
- maintain corporate financial records
- implement and administer a Region-wide insurance program
- develop, recommend and implement corporate financial and procurement policies and procedures
- Fulfill statutory responsibilities set out in the Municipal Act and other legislation
Finance Dept – Scope of Services

- Annual Operating Budget
- 10 year Capital Plan
- Financial Reporting
- User Fees and Charges
- Regional Development Charges
- Debt Management and Credit Rating
- Cash and Investment Management
- Corporate Banking Services
Finance Dept – Scope of Services

- Property tax policy
- Tangible capital asset policy and reporting
- Grant and subsidy management
- Reserve and reserve fund management
- Centralized procurement
- Liability and property insurance
- Inventory and fuel management
- Performance measurement
Finance Dept – Scope of Services

• Ontario Works benefits payments
• Accounts payable
• Accounts receivable
• Corporate payroll
• Long term financial planning
• Policy development and implementation
• Tax compliance, remittance and reporting
• Advice and assistance to program areas
Financial reporting examples

- Audited financial statements
- Financial Information Return
- Periodic financial reports
- Internal management reporting
- Special purpose audits/reports
- Custom and ad-hoc reports and analysis
- Financial implications (staff reports)
- Subsidy claims
- CRA and Provincial tax filings
External Relationships

• Local municipalities in Waterloo Region
• Other municipalities
• Federal and Provincial ministries/agencies
• Fiscal agents, banks and investment dealers
• Credit rating agencies
• Auditors
• MPAC
• OMERS
Finance Department
Operating Expenditures ($9.85 M)

- Employee Compensation: 81% ($7,950)
- Debt Servicing: 3% ($275)
- Reserve Transfer: 2% ($255)
- Materials: 5% ($464)
- Contracted Services: 4% ($373)
- Internal Charges: 5% ($535)

2013 Budget ($000's)
Finance Department
Operating Revenues ($9.85 M)

2013 Budget ($000's)

- Tax Levy: $6,298 (64%)
- Recoveries (Internal & External): $1,850 (19%)
- Grants: $1,472 (15%)
- Fees & Charges: $196 (2%)
- Reserves: $36 (0%)

Region of Waterloo
Statistics (annual-2012)

- A/P: 176,000 invoices and 52,000 payments
- Payroll: over 120,000 payments and 5,300 T4s
- Ontario Works payments: approx. 120,000
- A/R: 47,000 invoices produced
Statistics (annual-2012)

• 13,000 purchase orders valued at $440m

• 150 formal bids

• Inventory value at year-end 2012 = $3.5m

• 86.7 FTEs based in 7 locations (2013 Budget restated)
Priorities for 2014

• 2014 Budget process

• Rapid Transit Project – RFP, funding agreements with CAN/ONT, Development Charges Act amendments, funding model, long term financing

• Development Charges Background study and new by-law
Priorities for 2014

- 2013 year-end
- Fiscal agency review
- Ontario Works technology replacement
- Investigation of inventory control for EMS, Waste Management, Sunnyside
- Investigate new group purchasing options
- Financial reporting (content and timing)
- Housing funding model
- Electronic funds transfer
Budget Challenges

- Majority of Finance Dept. budget relates to staffing

- How to meet customer expectations (both internal and external) as services expand and become more complex with potentially reduced staffing levels
CORPORATE RESOURCES DEPARTMENT

PRE-BUDGET PRESENTATION

TRENDS, CHALLENGES & BUDGET PRESSURES
CORPORATE RESOURCES
DEPARTMENT

- Department level overview
- Division overview
- Key trends and challenges impacting operations and budget
  - POA Court
  - Technology expansion and reliance
  - Building Infrastructure and Growth
  - Energy
QUICK FACTS

- 4 Divisions and Admin Support
- Combination of support and direct public services
- 223 FTEs
- Operating Budget (Gross) - $53 million
- New Construction and Renewal Capital - $234 million
Corporate Resources Department

Operating Expenditures ($53.0 M)

- Employee Compensation: $22,000 (41%)
- Debt Servicing: $7,578 (14%)
- Reserve Transfer: $965 (2%)
- Contracted Services: $7,000 (13%)
- Materials: $11,000 (21%)
- Internal Charges: $4,500 (9%)

2013 Budget ($000's)
Corporate Resources Department

Operating Revenues ($53.0 M)

- Recoveries (Internal & External): $28,867 (54%)
- Fees & Charges: $10,416 (20%)
- Tax Levy: $11,500 (22%)
- Reserves: $1,460 (3%)
- Grants: $800 (1%)

2013 Budget ($000's)
Legal Services

- Real Estate- appraisal/acquisition/sale
- Legal advice – corporate/WRPS Board/ Region agencies (Housing…)
- Document prep & processes - roads/land expropriations/easements/leases/land development/contracts
- Prosecution (POA)
- Litigation
- Negotiations and legislative oversight
Quick Facts (2013 to date)

- 45 completed agreements of purchase and sale (60 est.)
- 45 land transactions related to development approvals and community housing (60 est.)
- 260 expropriations underway (50%- RT)
- 200 agreements completed
Legal Services

OMBI

- **Cost of in-house legal services per $1,000 of operating and capital expenditures**: 2nd lowest at $1.07 (median: $1.82)
- **Cost per hour of external legal services is lowest of upper tier municipalities**: ($303)
Facilities Management and Fleet Services

- Building infrastructure - planning, construction, maintenance, accommodation and security
- Corporate fleet vehicles - planning, acquisition, maintenance and sale
- Asset and project management
- Environmental remediation
- Voice radio infrastructure - Region, Police, area municipal fire and selected operations
- Energy and sustainability management
Quick Facts - Facilities

- 805 buildings ($1.9 billion); 5.8 mill. sq ft
- 30,000 work orders/yr
- 2002-760 buildings; 3.8 mill. sq ft
- $16 mill. - electricity annually (134 mill. kwh)
- $1.1 mill. in annual cost avoidance as result of energy use reduction initiatives to date.
- OMBI- lowest electricity and natural gas consumption at upper tier HQ buildings; second lowest water consumption
Quick Facts- Corporate Fleet

- Fleets size - 1,000 vehicles (700 light, medium) vehicles & 300 heavy equipment
- Total fleet size in 2002 was 811
- 3 million liters of fuel/ year
- OMBI- 2\textsuperscript{nd} lowest fleet operating cost/ vehicle km- $0.50 (median- $0.61)
Information Technology Services

- Network, server, application, messaging, telecommunications infrastructure
- Database administration
- Help desk/desk side support
- Information & infrastructure security
- Application development & integration
- GIS technology & applications
- Project management & business process analysis
- Business relationship management
Information Technology Services

Quick Facts

• 1,750 PCs/ 420 laptops
• 49 tablets (*growth of 25% since beginning of year*)
• 383 cell phones/ 3500 desk top phones
• 568 BB devices
• 383 servers
• 7 large/ 11 small telecommunications systems
• 284 separate software systems supported
• 24,000 IT service calls/ year
Quick Facts

• 10% server growth year over year
• 30% increase in data storage year over year
• WREPNET sites increasing - 41 now; 22 add'l sites (SCADA) over next 2 yrs.
OMBI

- Lowest percentage investment in IT services (in relation to overall corporate expenditures) at 1.%; well below the upper and lower tier median of 1.6%

- Lowest operating and capital cost per municipal staff member ($2,760); below both upper and lower tier medians- $3,755/ $3,367)

- Lowest operating and capital cost per capita ($12.99); upper tier median- $22.79
Council and Administrative Services

- Statutory, administrative and technical services (Corporate & Council)
- Provincial Offences Court administration, ticket and charge processing, fine collection
- Design, printing and mail services
- Electronic/paper/media information management
- Citizen services and call center
- Licensing and bylaw enforcement
- Corporate archives
Quick Facts

- 68,000 POA charges processed / yr
- 1.2 million documents on the EDMS (DOCS)
- 5.4 million b/w & color impressions / yr
- 168,000 pcs of mail processed / yr
- 4,200 design requisitions / yr
- 655 pages of minutes / yr
- **OMBI**- operating cost per POA charge are consistently at or below the OMBI median
TRENDS AND RELATED CHALLENGES
Changes in POA Legislation - early resolution - easier access to court processes

- Significant impact on Prosecutor and Admin workload
- Charges prosecuted (year to date) - up 40%
- Interpreter service costs/ increased admin processes/ ticket keying delays
- Increased workload and less corresponding revenue - need for additional resources (2013 and 2014 impacts)
POA charges and aggregate revenues flattening and showing signs of decline

- Total charges historically vary year to year; have been declining gradually since 2010
- Total revenues are tracking very close to budget, and at present are slightly below
- Red light camera charges peaked in 2012 and have declined sharply in 2013 ($132,000 under budget to date)
Fine collection, though improved, remains problematic

- Collections staff - 2009-2013; 54% increase in amount of fines collected ($3 mill. of $8 mill.)
- Defaulted fines average $1.6 million **annually** (15M-2000; 35M-2012)
- 18M- $1,000-$10,000 range (Highway Traffic Act)
- Lack tools to effectively collect a higher percentage of defaulted fines - Bill 34
Increased expectations and reliance on technology and technical solutions in delivering services

- Increased systems investment, complexity and interdependency
- Increased demand for mobile devices and applications (expected to continue > expansion of Region's wireless network)
- Heightened sensitivity to system downtime, more business units require extended support hours
TRENDS- TECHNOLOGY

• Staff expertise/ training - critical and costly
• More staff on call after hours- comprehensive after hours support model required
• 11 staff positions repurposed in ITS since 2011- optimize use of current resources before any new ask
• OMBI- Lowest percentage investment in IT services (in relation to overall corporate expenditures) at 1% ; well below the median
Growth in land acquisition and building infrastructure

- Increased land acquisition activity- (i.e. Weber, Franklin, RT)
- Putting pressure on Legal staff resources
- 50% growth in sq ft owned/ maintained – last 10 yrs
- 20% increase in work orders (2009- 2011)
Aging building infrastructure (20+ yrs.)

- Centralizing responsibility/ accountability for Region buildings in FM
- Completing comprehensive facilities/ fleet asset management program (with TES)

- Increased capital expenditures
- Limited staff resources to manage and operate
Increasing cost of energy in a growing Region

- 2013-2023 forecast: hydro (+30%); natural gas (+44%)
- Focus on conservation- LEED construction (8/6)
- Alternative energy sources- Solar PV-generation and revenue
- Use reduction initiatives- $5 mill. cumulative savings to date- more to come