



**Regional Municipality of Waterloo**  
**Administration and Finance Committee**  
**Minutes**

Tuesday, September 15, 2015

11:28 a.m.

Regional Council Chamber

150 Frederick Street, Kitchener

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Present were: Chair S. Strickland, L. Armstrong, E. Clarke, S. Foxton, T. Galloway, D. Jaworsky, H. Jowett, K. Kiefer, G. Lorentz, J. Mitchell, J. Nowak, K. Redman, K. Seiling, S. Shantz and B. Vrbanovic

Members absent: D. Craig

**Motion to Reconvene into Open Session**

Moved by L. Armstrong

Seconded by K. Kiefer

That Committee reconvene into Open Session.

Carried

**Declarations of Pecuniary Interest under the “Municipal Conflict of Interest Act”**

E. Clarke declared a conflict related to agenda item 4.2, report CAO-IAU-15-06, Service Review, in light of the childcare issues within the report and her employment with the YWCA.

## Delegations

### 3.1 RC-15-03, Refugee Support

i) Rick Cober Bauman, Mennonite Central Committee (MCC), addressed the Committee on the issue of refugee support and provided an overview of the humanitarian aid and refugee settlement efforts provided by MCC, specifically for refugees from Syria.

K. Seiling noted that the Region has a long history of providing support for humanitarian aid and refugee settlement efforts. He advised that the report's recommendation has been revised; copies of the revised report were distributed to the Committee.

B. Vrbanovic advised that the issue was raised at a recent Federation of Canadian Municipalities (FCM) meeting and that FCM is establishing a Syrian relief taskforce to facilitate the dissemination of information among municipalities and advocating for support from the federal government.

R. Cober Bauman responded to Committee questions about how members of the public can donate to these efforts and how donations are matched by the federal government. He encouraged members of the public to visit the MCC website ([www.mcc.org](http://www.mcc.org)) for additional information on how to support the current efforts.

Moved by K. Seiling

Seconded by B. Vrbanovic

That the Region of Waterloo donate \$25,000 to the Mennonite Central Committee refugee support program to facilitate refugee work by MCC and to assist refugee work undertaken by residents of Waterloo Region,

And That the Federal Government be encouraged to facilitate refugee relief efforts,

And Further That the broader community be encouraged to support refugee relief efforts through whatever agency or means they choose. [RC-15-03]

Carried, Unanimously

### 3.2 PDL-CPL-15-49, Purchase of Aggregate Products Certified as Socially and Environmentally Responsible by the Cornerstone Standards Council

i) Nic Schulz, Cornerstone Standards Council, gave a [presentation](#) to the Committee; a copy is appended to the original minutes. He provided background information about the organization and an overview of the organization's mandate, specifically the voluntary certification for responsible extraction of aggregates along the aggregate value chain beyond the regulations already in place. He provided a summary of the development of the standards; identified those involved on the standards

development panel, including the Region; the consultation and training initiatives; and, the parameters of the two-year pilot phase. He stated that the standards will be reviewed in five (5) years and that review criteria will be established prior to the review period. He noted the impact of the standards in the Region as well as the benefits to the community, the industry and the environment. He provided information about recent pre-assessments and the potential for one site to receive certification this fall. He added that there are several local developers who have indicated their preference to purchase certified aggregates.

The Committee inquired about the impact on the water table, commented on the likelihood of voluntary compliance throughout the industry and the potential impact on procurement. N. Shultz stated that it's difficult to assess existing operations but he noted that the standards will raise the bar and facilitate in changing operations within the aggregates sector. He also responded to a concern that the current standards may be considered vague by the sector, stating that this will be alleviated as the pilot program evolves but that the standard operating procedures are clearly prescribed.

In response to a Committee question about tradeoffs for negative impacts and the related offsets in other municipalities, N. Schulz advised that typically the standards employ a natural heritage system where impacts and offsets must occur within the Region or the watershed.

In response to a Committee question about the number local aggregate providers and the number that would have to be certified in order to comply with the Region's tendering policies, Chris Gosselin, Manager of Environmental Planning and Stewardship, stated that there are several dozen providers in the Region and it would only take one (1) provider with certified material to put it on the market and to determine if it was market competitive.

Moved by J. Mitchell

Seconded by K. Redman

That the Regional Municipality of Waterloo take the following actions with respect to the Cornerstone Standards Council Responsible Aggregate Standard, Version 3.0, as described in Report No. PDL-CPL-15-49, dated September 15, 2015:

- a) Encourage local aggregate producers to pursue certification under the Responsible Aggregate Standard where feasible and appropriate; and
- b) Direct staff to monitor the aggregate industry and identify opportunities consistent with the Region's Green Procurement Guide and Sustainability Strategy where aggregate products certified as socially and environmentally responsible by the Cornerstone Standards Council could be appropriately incorporated into Regional tendering guidelines and practices if and when a sufficient number of

local aggregate producers achieve certification to ensure an adequate and cost-competitive supply.

Carried

## **Presentations**

### **4.1 REEP Annual Report**

Mary Jane Patterson, Executive Director, and Dave Blake, Energy Programs and Business Development Manager, REEP Green Solutions, provided [a presentation](#) to the Committee regarding their current Annual Report. A copy of the Annual Report was distributed during the meeting and the presentation is appended to the original minutes.

M. Patterson acknowledged ongoing Regional support for REEP's programs. She highlighted the three focus areas of the Annual Report: building resilience; return to the community, and the call to action for all on climate change.

D. Blake outlined the services that are offered, including the newly launched home energy coach program and he noted that a program will be offered in the new year to assist homeowners with the capital costs of improving the energy effectiveness of their homes.

M. Patterson extended an invitation to the Committee to attend REEP's annual 'Celebrating Community Action' event to be held on November 12<sup>th</sup> at the Victoria Park Pavilion. She concluded the presentation by summarizing the three (3) proposals for national action on climate change.

### **4.2 Mark MacDonald, KPMG, Re: CAO-IAU-15-06, Service Review – KPMG's Final Report**

M. MacDonald provided the Committee with [a presentation](#) about KPMG's Final Report on the Region's Service Review initiative; a copy of the presentation is appended to the original minutes. He stated that the review has been about trying to determine opportunities to provide more effective services and that the review hasn't involved setting any targets for savings or a review of the budget.

He summarized the phases of the Service Review, which began in November 2014, and noted the service profiles, benchmarking and the examination of potential opportunities for enhancement. He stated that the overall findings are that the Region is a well-run, high-performing organization and that a corporate culture for continuous improvement is clearly evident.

M. MacDonald provided a summary for the top five (5) opportunities for improvement, including the Employment Ontario contract; shared Information Technology (IT)

services; road maintenance/compensation; airport operations; and, child care service management.

He highlighted the impact and benefits related to the five opportunities, as follows:

- there would be an opportunity to leverage the other service providers in the Region if the contract with Employment Ontario was not renewed
- shared IT Services would involve improving services through a greater level of collaboration across the Region and would benefit the participating Area Municipalities
- road maintenance could be improved with an efficient pricing strategy where the costs could be reduced by establishing a rate structure
- the airport operations could be improved by completing the master plan and reviewing the revenue, cost and management opportunities with a view to establishing a target for the operations levy and lowering the overall operating costs
- the recommendation regarding Child Care Service Management is focused on a service improvement strategy, where there could be a reallocation of the Region's direct delivery to other child care providers, a review of the home child care services and management of the existing wait list.

M. MacDonald concluded his presentation by stating that the review has been comprehensive with a very high level of participation from all stakeholders in an open and transparent manner.

S. Strickland stated that the Committee won't debate this matter today but will be holding a public input meeting on September 30th. He stated that a subsequent report will come back to Council with recommendations for action.

M. MacDonald responded to a Committee question regarding the potential impact on child care spaces if Council decided not to provide direct service delivery, noting that Council would determine how to allocate the cost savings; the report offers some options but there are alternative approaches used by the comparator municipalities which could be considered by Regional Council.

There was a Committee request for a follow-up staff report providing details about the potential impact on subsidized day care spaces, the child care wait list and the capacity for non-profit centres to take on new spaces.

In response to a Committee question about the communications plan related to the Final Report from KPMG, Mike Murray, Chief Administrative Officer, stated that information is already available on the website and that public notice will be provided about the public input meeting. Additionally, information has been shared with community partners, area Chief Administrative Officers, the Area Municipalities and

those impacted by some of the proposed changes. He advised that following the public input meeting, a staff report will come back to Council.

Douglas Bartholomew-Saunders, Commissioner, Community Services, responded to a Committee question about the report's reference to service concerns for Ontario Works (OW) participants, advising that the participants don't often benefit from the programs associated with Employment Ontario services.

M. MacDonald responded to a Committee inquiry about the process and methods used to gather information and feedback from IT staff at the Area Municipalities. He outlined the process undertaken to gather information and stated that based on the feedback, it was determined that there were opportunities for collaborating on some services. He added that there is currently a duplication of services and that if collaboration were to take place, there could be actual cash savings within 5 years.

The Committee expressed their interest in hearing back from the public about the recommendations contained within the report before making any decisions.

S. Strickland extended his appreciation to KPMG for the thorough review, noting that it's important that a review of Regional services has taken place. He stated that while the focus of the report is the top five recommendations for service enhancement opportunities, the other recommendations listed in the report appendices, may also assist in optimizing Regional services and will also require careful consideration. He noted that the Region conducts regular program reviews, looking at areas for service improvement through the activities of the Region's Audit Committee. He stated that some issues may be controversial and sensitive but Council will have to balance its decisions in the best interests of the residents of the Region. He thanked the Steering Committee and staff for their efforts during the service review.

Moved by T. Galloway

Seconded by G. Lorentz

Conflict:  
E. Clarke

That the Regional Municipality of Waterloo hold a Public Input Meeting on Wednesday September 30, 2015 at 7:00 pm in the Regional Council chambers, for the purpose of hearing public feedback regarding the KPMG Service Review recommendations, as set out in Report CAO-IAU-15-06.

Carried

### **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 K. Kiefer

1965124

Seconded by J. Nowak

That the following items be approved:

- That the Regional Municipality of Waterloo support the resolution of Haldimand County Council, attached as Appendix A to report COR-TRY-15-86, requesting the Minister of Finance and Minister of Municipal Affairs to review the vacancy rebate legislation from a public policy perspective to ensure that businesses are not eligible for a reduced property tax burden if the claimed vacancy is a result of a labour disruption;

And that this resolution be circulated to the Minister of Finance, the Minister of Municipal Affairs, local MPPs, the Area Municipalities and the Municipal Finance Officers' Association (MFOA), as outlined in report COR-TRY-15-86, dated September 15, 2015.

- That the Regional Chair and Clerk be authorized to cancel all existing contracts and enter into a master licence agreement with Community CarShare Co-operative Inc., o/a Community CarShare, subject to the satisfaction of the Regional Solicitor as outlined in report COR-FFM-15-09 dated September 15, 2015;

And That the Commissioner of Corporate Services be authorized to approve any future amendments to add or remove sites from the agreement as outlined in report COR-FFM-15-09 dated September 15, 2015;

And Further That the Regional Municipality of Waterloo charge a nominal fee of One Dollar (\$1.00) per year to Community CarShare Co-operative Inc. o/a Community CarShare for all parking spaces that form part of the Master Licence Agreement as outlined in report COR-FFM-15-09 dated September 15, 2015.

Carried

## **Regular Agenda Resumes**

### **Reports – Corporate Services**

#### **7.1 COR-FFM-15-10, Pre-Budget Approval for 2016 Vehicle Procurement**

Moved by K. Seiling

Seconded by J. Mitchell

That the Regional Municipality of Waterloo approve a pre-budget expenditure in the estimated amount of \$6,127,000 for the purchase of 56 vehicles and equipment to replace those listed in Appendix A of report COR-FFM-15-10 dated September 15,

1965124

2015, and which are scheduled for replacement in 2016, with funding from the appropriate vehicle/equipment reserves.

Carried

### **Information/Correspondence**

**8.1** Council Enquiries and Requests for Information Tracking List was received for information.

### **Next Meeting – October 6, 2015**

### **Adjourn**

Moved by L. Armstrong

Seconded by H. Jowett

That the meeting adjourn at 12:42 p.m.

Carried

**Committee Chair, S. Strickland**

**Committee Clerk, S. Natolochny**



# Responsible Aggregate Standard

Version 3.0



# Cornerstone Standards Council

- Formed July 24, 2012
- National mandate for voluntary certification along the aggregates value chain including transport, asphalt, concrete, ready mix
- First up: certification for socially and environmentally responsible aggregate in Ontario
  - Includes siting, operation and rehabilitation



# Why certification? Why now?

**ELMIRA**  
**Independent**

“Visual impact of gravel pit under review”

**THE HAMILTON  
SPECTATOR**

“Province steps in to Carlisle quarry fight”



**Ontario  
GREENBELT  
ALLIANCE**

The current “business as usual” policies for extraction of stone, sand, gravel and shale in the Province of Ontario are unsustainable

**680 News's  
ALL NEWS RADIO**

“First Nation community protest mega quarry plans for Niagara Escarpment”

**ANCASTER NEWS**

“Quarry is complex issue with a long history”

**THE GLOBE AND MAIL**  
CANADA'S NATIONAL NEWSPAPER • FOUNDED 1857

“Caledon residents score victory in quarry battle”

PROVINCE & NATION

# Greenpeace takes clearcut protest to Interfor sawmill

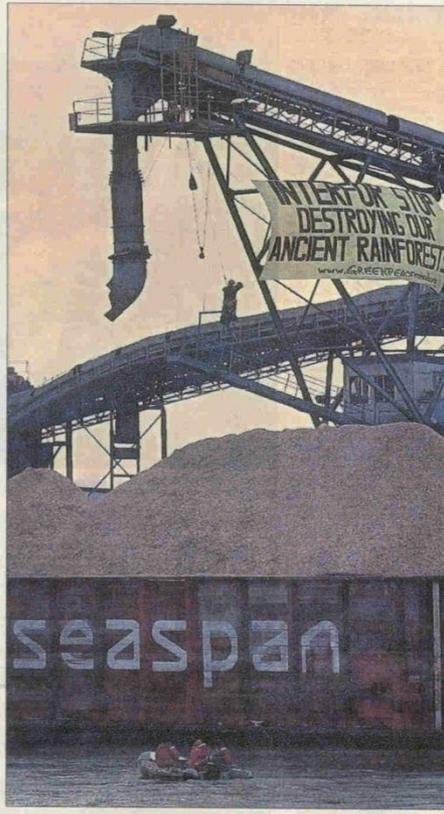
An Interfor official calls the Lower Mainland protest 'a wake-up call' for the province to deal with land-use issues.

By GLENN BOHN  
Greenpeace brought its so-called Great Bear Rainforest campaign to the industrial waterfront of New Westminster on Tuesday, disrupting wood chip loading operations at a Fraser River sawmill. The Vancouver-based environmental group targeted International Forest Products for its opposition to Greenpeace demands for an end to industrial-scale clearcut logging in B.C.'s mid-coast. A senior manager at Interfor said the Greenpeace protest is "a wake-up call" for Greater Vancouver residents. "Oftentimes, you see protests that are appearing in the marketplace or upstream to a logging camp. We need to settle these land-use issues and determine whether or not we're going to have a viable forest industry in this province." At about 7 a.m., four zodiacs and one helicopter from a Greenpeace ship docked at Westminister Quay converged on the Interfor sawmill, just east of the south end of Queensborough Bridge.

Four of Greenpeace's trademark timber-protesters were already on Interfor property, dangling by slings and climbing ropes from a metal gantry, where a conveyor belt carried wood chips to a box-shaped chip scow or barge. At one point, one of the boom boats that normally pushes and sorts floating logs in boom rammed a Greenpeace inflatable but was nudged up against the chip scow. Someone in the boom boat managed to ank away a huge Greenpeace banner from Greenpeace activists who were trying to hang the banner on the scow's side. The boom boat and a second boom boat then returned to a nearby dock. Men from the boom boats hoisted their Greenpeace trophy up to the sawmill.

The Greenpeace climbers in the gantry, meanwhile, still had one more banner. Just 20 minutes after the confrontation began, they managed to unfurl the banner to drive home the message they hoped to communicate through the news media with their "direct action" protest. "Interfor: Stop Destroying Our Ancient Rainforests," declared the banner. The banner faced commuters on Queensborough bridge and news photographers who accepted a Greenpeace invitation to board a zodiac. (The Vancouver Sun declined the Greenpeace invitation to ride in a zodiac and reporting staff instead observed the protest from another waterfront site.) Slaco said he has no objection to peaceful protest, but said the government shouldn't tolerate illegal protests that disrupt company operations or endanger workers' lives.

When told of the boom boat that had rammed the Greenpeace inflatable, Interfor's representative said he hadn't heard of the incident but called it "unfortunate." Slaco said the company has been urging its employees to avoid confrontations with logging protesters, "knowing all well that's what Greenpeace likes." Sergeant Ivan Chu of the New Westminster police said Tuesday four Greenpeace protesters would be charged with mischief.



**BANNER DAY FOR GREENPEACE:** After jostling with millworkers on the Fraser River, Greenpeace members manage to hang a banner from a conveyor at Interfor's Queensborough sawmill on Tuesday.



# Outcomes of resource sector conflicts?





# Standard Development

- Developed by a multi-stakeholder Standard Development Panel (SDP) between 2012 and 2014.
- The Standard development process is based on:
  - **Inclusive participation** of all stakeholders in the development process, and through extensive consultation of our Standard;
  - **Transparency** of information through publication of early drafts, release of comments received during consultation, and posting of the panel's response to these comments; and a
  - **Balance of perspectives** and interests around the table. At both the Standard Development Panel and Board table, a balance of industry and non-industry representatives is maintained in order to ensure that decisions reflect the needs of all, versus the needs of a few.



# Standard Development Panel

- Keith Brooks Environmental Defence
- Mark Dorfman Independent land use, enviro. policy planner
- Bob Gardner Coalition of Concerned Citizens of Caledon
- Kim Gavine Conservation Ontario
- Paul General Six Nations of the Grand River (as observer)
- Chris Gosselin Region of Waterloo
- Steve Hounsell Forests Ontario
- Tom Jones The Miller Group
- George Lourenco Capital Paving
- Alistair MacKinnon Ministry of Natural Resources (as observer)
- Dave Munro Harold Sutherland Construction Inc.
- Ed Persico Holcim Canada
- Matt Setzkorn Ontario Farmland Trust



# Consultation and Testing

- Early consultation, Field Test: June 2012 (v1)
- First consultation: January to March 2014 (v2)
  - 150 individuals at 27 workshops;
  - 100+ submissions
  - 2,000+ comments
- Two-year pilot period: Underway, began January 2015 (v3)
  - Commitment to review and revise the Standard in 2017 based on learning “on-the-ground”
  - Certification of sites possible during pilot
- Following pilot there is a commitment to review the Standard every 5 years. *Process to be determined in 2017*



# CSC Aggregate Standards

## What it can mean for Waterloo?

### **As aggregate purchasers**

- Offers the option of third party certified responsibly sourced construction materials
- Offers a market-based incentives to increase responsible practices in your region
- Offers greater ability in seeking LEED building points

### **As land use planners**

- Provide a screening tool to help identify those operations that
  - Predict and communicate a final extraction date and phase-out plan
  - Meet world-class industry operational practices
  - Protect the most important ecological and hydrological areas
  - Provide offset replacements for ecological and hydrological spaces
  - Improved community engagement and engagement with public agencies



## Moving forward

- CSC conducted 4 pre-assessment audits in July/August to prepare companies for full assessment
- CSC Certified aggregate on the market by Winter 2015. *At least 1 site undergoing full assessment this fall*
- 3 private developers (Windmill, Minto and ZZEN Group) have stated intent to prefer purchase of CSC certified
- Discussions with other municipalities ongoing. Proposing a working group of GGH municipalities to discuss and address any issues (Region of Waterloo's leadership with this report will be helpful)



# Contact Information

## Staff:

*Nicholas Schulz*

*647-883-2719*

[nschulz@cornerstonestandards.ca](mailto:nschulz@cornerstonestandards.ca)

## Chair:

*Peter Kendall*

*905-417-3082*

[pkendall@earthrangers.com](mailto:pkendall@earthrangers.com)



# 2014-2015 Annual Report

## *Building Resilience*





Engaged through events,  
presentations,  
festivals, seminars,  
home visits,  
and workshops.



Greenhouse gas (GHG)  
emissions reduced through  
new home energy upgrades  
in Waterloo Region  
households.



Stormwater volume  
diverted from the  
Grand River and area  
waterways.

# Building Resilience



- An environmental charity and social enterprise
- Serving Waterloo Region since 1999
- Focusing on energy and water sustainability

*Our mission: Working together to make sustainability the norm*

**Funding:** Local partners, contracts, grants and client fees

**These core funders make the results in this report possible:**





# REEP House: Student Tours



## Changing the Housing Stock in Waterloo Region

- Energy Coach
- Alternative Financing



# REEP House for Sustainable Living



**1,503 people engaged  
at REEP House and in  
the community**





86 homeowners  
participated in RAIN  
Home Visits





**63 organizations  
participated in  
RAIN Business Visits and  
Educational Workshops**

## Non-Residential Demonstration Sites

**6**

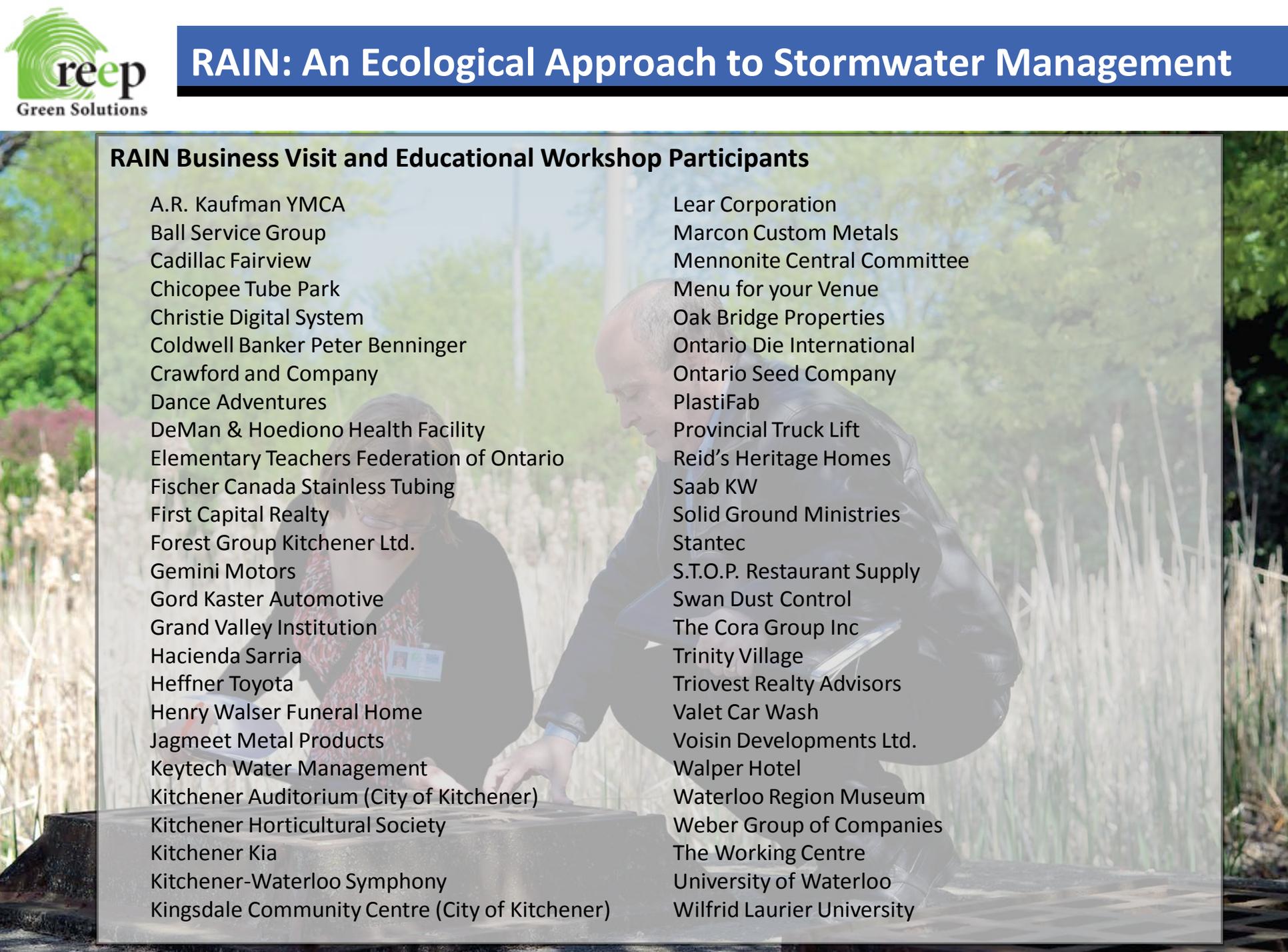
sites completed

**4**

sites in development

RAIN Program Partners

## RAIN Business Visit and Educational Workshop Participants



A man and a woman are shown in a field, looking at a large, dark, rectangular structure that appears to be a stormwater management component. The man is pointing at the structure while the woman looks on. The background is a lush green field with tall grasses and trees.

A.R. Kaufman YMCA  
Ball Service Group  
Cadillac Fairview  
Chicopee Tube Park  
Christie Digital System  
Coldwell Banker Peter Benninger  
Crawford and Company  
Dance Adventures  
DeMan & Hoediono Health Facility  
Elementary Teachers Federation of Ontario  
Fischer Canada Stainless Tubing  
First Capital Realty  
Forest Group Kitchener Ltd.  
Gemini Motors  
Gord Kaster Automotive  
Grand Valley Institution  
Hacienda Sarria  
Heffner Toyota  
Henry Walser Funeral Home  
Jagmeet Metal Products  
Keytech Water Management  
Kitchener Auditorium (City of Kitchener)  
Kitchener Horticultural Society  
Kitchener Kia  
Kitchener-Waterloo Symphony  
Kingsdale Community Centre (City of Kitchener)  
Lear Corporation  
Marcon Custom Metals  
Mennonite Central Committee  
Menu for your Venue  
Oak Bridge Properties  
Ontario Die International  
Ontario Seed Company  
PlastiFab  
Provincial Truck Lift  
Reid's Heritage Homes  
Saab KW  
Solid Ground Ministries  
Stantec  
S.T.O.P. Restaurant Supply  
Swan Dust Control  
The Cora Group Inc  
Trinity Village  
Triovest Realty Advisors  
Valet Car Wash  
Voisin Developments Ltd.  
Walper Hotel  
Waterloo Region Museum  
Weber Group of Companies  
The Working Centre  
University of Waterloo  
Wilfrid Laurier University



# Celebrating Community Action



**November 12, 2015**  
**6:45 – 8:45pm (tentative)**  
**Victoria Park Pavilion**  
**80 Schneider Avenue, Kitchener**

- **Thriving Economy**
- **Environment and Sustainable Growth**
- **Healthy, Safe and Inclusive Communities**
  - Home energy retrofits
  - Water efficiency upgrades
  - Stormwater improvements
  - More viable and affordable housing stock
  - Energy security, greenhouse gas reductions



## ClimateActionWR Partners



Community  
CarShare



- 1. Climate Change:** Implement an integrated climate action plan (across all sectors) that includes mitigation and adaptation.
- 2. Extreme Weather Resilience Planning:** Offer a Home Adaptation Assessment Program to educate and encourage homeowners to become extreme weather-prepared.
- 3. Home Energy Efficiency:** Implement a national home energy retrofit incentive program based on independent third party professional energy audits.

# *Working together to make sustainability the norm*

Mary Jane Patterson

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Dave Blake

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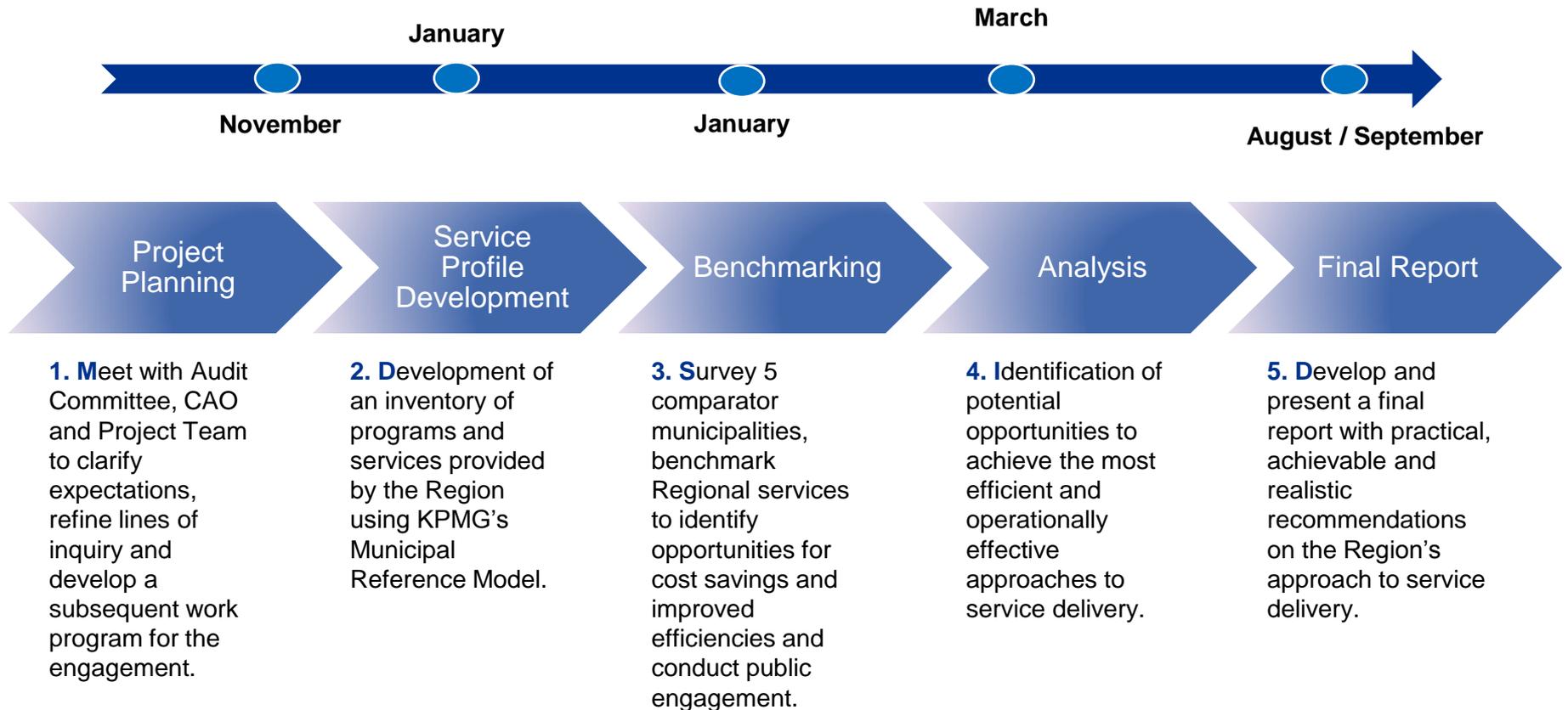
## Project Objectives – *How will we define success?*

KPMG has been engaged by the Region of Waterloo to undertake a service review. The overall goal of the service review is to determine whether the Region is providing the best value to the community, or how the Region could provide even better value. Specific project objectives include:

- Understand whether the Region is providing the desired level of service as efficiently and effectively as possible, and identify ways to enhance the efficiency and effectiveness of the Region's services;
- Identify whether there are any changes to the level of service the Region should consider;
- Determine whether there are any programs or services the Region should no longer provide;
- Recommend mechanisms of continuous improvement that can improve the efficiency and effectiveness of Regional service delivery on an ongoing basis.

# Project Overview

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### Overall Findings

The overall goal of the Service Review was to determine whether the Region of Waterloo is providing the best value to the community, or how the Region could provide even better value.

It is apparent at the conclusion of the project that the Region of Waterloo is a well managed organization with good governance practices. Accordingly, it is necessary to indicate that there is no low hanging fruit to offer Council as easy wins for cost savings or improved service delivery. The low hanging fruit has been picked through by previous Councils and Regional leadership. Several of the opportunities are transformational and will require some difficult decisions on the part of Council and the Region's corporate leadership team.

### Top Five Opportunities & Recommendations

The top five opportunities are as follows.

Top 5 Opportunities	Recommendations
Not Renew Employment Ontario Contract	1. That the Region of Waterloo not renew its contract for direct delivery of Employment Ontario services at the conclusion of the current contract (March 31, 2016).
Shared IT Services	1. That the Region and interested municipalities (invite all area municipalities to participate) conduct a detailed review to further explore the feasibility of a shared data centre, and a shared service desk and deskside support service as a first step to expanded collaboration.

Top 5 Opportunities	Recommendations
<p><b>Road Maintenance Compensation</b></p>	<p>Restructure the road maintenance agreement based on the following principles to reduce the cost of road maintenance operations for the citizens of Waterloo Region.</p> <ol style="list-style-type: none"> <li>1. Establish the same rate structure for all participating area municipalities;</li> <li>2. Make the rate a combination of a fixed amount per km and a variable amount per km;</li> <li>3. The variable payment should be tied to the Environment Canada reported snowfall record;</li> <li>4. Municipalities should be able to manage expenses and retain any savings, subject to meeting the established service level;</li> <li>5. The above changes can be implemented in the short term with any municipalities that agree, or introduced as part of the next contract negotiation;</li> <li>6. That the Region explore with the townships the desire to merge road operations by having the Region purchase services from the townships – or sell services to the townships.</li> </ol>
<p><b>Optimize Airport Commercial Value</b></p>	<ol style="list-style-type: none"> <li>1. The opportunity for incremental cost optimizations and revenue increases exist. The Region should complete the master plan/business plan and present their approach to increasing revenue and managing both operational and capital expenses.</li> <li>2. The Region should establish a net levy target for airport management to budget against to control operating and capital expenditures.</li> <li>3. The Region of Waterloo should test the market for a range of private sector involvement to determine the level of interest from potential private sector partners to not only drive operational and strategic goals but also reduce the operational costs and impact on the property tax levy.</li> </ol>

Top 5 Opportunities	Recommendations
<b>Child Care Service Manager</b>	<ol style="list-style-type: none"><li>1. That the Region develop a detailed plan to phase out the five Regionally owned Children's Centres over a 5 year period, using the savings to expand the number of subsidized spaces available to be delivered by other childcare providers in the community</li><li>2. That the Home Child Care operation should continue at present, with these changes over time:<ol style="list-style-type: none"><li>a) Home Child Care should be expanded in areas as required to support the transition plan for the Children's Centres</li><li>b) Encourage / facilitate the formation of a full service home child care agency in the community, serving all age groups.</li></ol></li></ol>

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# Observations & Emerging Themes

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- There has been comprehensive participation from all levels of the organization
- The quality of information and insight we have received has been high
- When benchmarking Regional services against municipal peers, the Region compares well
- There is no low hanging fruit; it has been picked through thoroughly by previous Councils and Regional leadership
- Many of the top five opportunities are largely transformational and will require transformational change in how the Region approaches service delivery in those areas



*cutting through complexity*

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

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