Regional Municipality of Waterloo
Administration and Finance Committee
Minutes

Tuesday, September 15, 2015
11:28 a.m.
Regional Council Chamber
150 Frederick Street, Kitchener


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) 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 12th 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 1965124
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

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
• 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?

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

"First Nation community protest mega quarry plans for Niagara Escarpment"

"Province steps in to Carlisle quarry fight"

"Visual impact of gravel pit under review"

"Quarry is complex issue with a long history"

"Caledon residents score victory in quarry battle"
Greenpeace takes clearcut protest to Interfor sawmill

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

Greenpeace brought its so-called "seaspan"清爽行动" campaign to the Lower Mainland on Tuesday, disrupting work at a log-handling operation at a Port Moody sawmill. Officials with port operator Interfor, which contracted the group-sighted International Forest Resources to handle the operation, said the demonstration was an "inappropriate" response to Greenpeace's "inappropriate" actions. Greenpeace's protest is a "wake-up call" for the province, executives said. It has an agenda of "opposing the mangrove policy in apparent disregard of" an agreement to protect the area's ancient rainforests.

"This is happening in the Lower Mainland," Greenpeace executive director for the western and the east of the province, "But it's not written here. They said it was legal, but it's not legible."


Rainforest activists were already in court, Thursday, seeking to appeal a decision whether or not they're going to have the "seaspan" displacement in the province. They're protesting from a Greenpeace ship docked at the Vancouver sawmill. The ship has been stopped at the end of Queens Quay, and the River of Greenpeace's Loggers.

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The result of the protest was an "inappropriate" response to Greenpeace's "inappropriate" actions. Greenpeace's protest is a "wake-up call" for the province, executives said. It has an agenda of "opposing the mangrove policy in apparent disregard of" an agreement to protect the area's ancient rainforests.
Outcomes of resource sector conflicts?
Standard Development


- 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

Chair:

Peter Kendall
905-417-3082
pkendall@earthrangers.com
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.

Our Vision:
We believe that by acting today, we can leave our children a community that is more resilient, vibrant, caring and sustainable.
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:
Promoting Water Conservation: WET Challenge
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
RAIN: Engaging Homeowners

86 homeowners participated in RAIN Home Visits
RAIN Business Solutions

63 organizations participated in RAIN Business Visits and Educational Workshops

Non-Residential Demonstration Sites

<p>| | |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>6 sites</td>
<td>completed</td>
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<tr>
<td>4 sites</td>
<td>in development</td>
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</table>

RAIN Program Partners

[Images and logos of program partners]
### RAIN Business Visit and Educational Workshop Participants

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

November 12, 2015
6:45 – 8:45pm (tentative)
Victoria Park Pavilion
80 Schneider Avenue, Kitchener
Region of Waterloo Focus Areas 2015-2018

• 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
13 partner organizations implementing

26 Actions to reduce

185,000 Tonnes GHG emissions by 2020
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
mjpatterson@reepgreen.ca
519-744-6583, x229

Dave Blake
dblake@reepgreen.ca
519-744-6583, x233
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

1. Meet with Audit Committee, CAO and Project Team to clarify expectations, refine lines of inquiry and develop a subsequent work program for the engagement.

2. Development of an inventory of programs and services provided by the Region using KPMG’s Municipal Reference Model.

3. Survey 5 comparator municipalities, benchmark Regional services to identify opportunities for cost savings and improved efficiencies and conduct public engagement.

4. Identification of potential opportunities to achieve the most efficient and operationally effective approaches to service delivery.

5. Develop and present a final report with practical, achievable and realistic recommendations on the Region’s approach to service delivery.
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.

<table>
<thead>
<tr>
<th>Top 5 Opportunities</th>
<th>Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Renew Employment Ontario Contract</td>
<td>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).</td>
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<tr>
<td>Shared IT Services</td>
<td>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.</td>
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## Executive Summary

### Top 5 Opportunities

<table>
<thead>
<tr>
<th>Road Maintenance Compensation</th>
<th>Recommendations</th>
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<tbody>
<tr>
<td></td>
<td>Restructure the road maintenance agreement based on the following principles to reduce the cost of road maintenance operations for the citizens of Waterloo Region.</td>
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<tr>
<td></td>
<td>1. Establish the same rate structure for all participating area municipalities;</td>
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<td>2. Make the rate a combination of a fixed amount per km and a variable amount per km;</td>
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<td>3. The variable payment should be tied to the Environment Canada reported snowfall record;</td>
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<td>4. Municipalities should be able to manage expenses and retain any savings, subject to meeting the established service level;</td>
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<td></td>
<td>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;</td>
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<td></td>
<td>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.</td>
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<tr>
<th>Optimize Airport Commercial Value</th>
<th>Recommendations</th>
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<tr>
<td></td>
<td>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.</td>
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<td></td>
<td>2. The Region should establish a net levy target for airport management to budget against to control operating and capital expenditures.</td>
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<td></td>
<td>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.</td>
</tr>
</tbody>
</table>
### Executive Summary

#### Top 5 Opportunities

<table>
<thead>
<tr>
<th>Recommendations</th>
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<tbody>
<tr>
<td>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</td>
</tr>
<tr>
<td>2. That the Home Child Care operation should continue at present, with these changes over time:</td>
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<tr>
<td>a) Home Child Care should be expanded in areas as required to support the transition plan for the Children’s Centres</td>
</tr>
<tr>
<td>b) Encourage / facilitate the formation of a full service home child care agency in the community, serving all age groups.</td>
</tr>
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**Child Care Service Manager**
Observations & Emerging Themes

- 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.
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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