Region of Waterloo

Service Review

Final Report – Appendix B

August 28, 2015

KPMG
cutting through complexity

Disclaimer

This report is based on information and documentation that was made available to KPMG at the date of this report. KPMG has not audited nor otherwise attempted to independently verify the information provided unless otherwise indicated. Should additional information be provided to KPMG after the issuance of this report, KPMG reserves the right (but will be under no obligation) to review this information and adjust its comments accordingly.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the Region of Waterloo. KPMG has not and will not perform management functions or make management decisions for the Region of Waterloo.

This report includes or makes reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the Region of Waterloo nor are we an insider or associate of the Region of Waterloo or its management team. Accordingly, we believe we are independent of the Region of Waterloo and are acting objectively.

Appendix A

Service Profiles

Region of Waterloo Service Review

Interim Report

Legend

Service Level:

A = Above standard
S = At standard
- S + : Some service levels are higher
- S − : Some service levels are lower

B = Below standard

Service Level Source Category:

L = Legislation or Regulation
C= Council Bylaw or Resolution
M = Management Directive
IS = Institution / Association / Industry / Sector / Benchmark or Recommended "Best Practice"
FA = Funding Agreement / Grant Covenant
T= Traditional

Service Type:

I   Internal Facing
E   External Facing
1. Mandatory
2. Essential
3. Traditional
4. Other Discretionary

Costs:

Compensation	Includes salaries, benefits and related costs
Supplies & Services	Items or services purchased
Grants and Pmts	Grants or Payments from the Region to individuals and external agencies
Capital	Includes debt payments and current contributions to capital projects
Allocations	Costs charged to this service by other departments of the Region

Revenues:

User Fees	Amounts charged to users for use of a service
Other Gov	Amounts received from other governments to support the service
Internal Recoveries	Amounts recovered from other services – the opposite of "allocations"
Property Taxes	The balance of funds included in Regional property taxes

FTEs Refers to the number of staff delivering the service in "Full Time Equivalents"

Service Profiles

Department: Community Services

1. Departmental Management and Support Services
2. Financial Assistance Case Management
3. Employment Services
4. Financial Assistance
5. Social Development
6. Child Care Management
7. Child Care Operations
8. Long Term Care
9. Community Based Care
10. Housing and Homelessness System Management
11. Homelessness Services
12. Waterloo Regional Housing
13. Housing Services

Program

Corporate

Department

Community Services

Service Type

Internal

Budget ($,000s)

Compensation	$1,282
Supplies & Services	$239
Grants & Pmts	$137
Capital	$16
Allocations	$92
Total Costs	**$1,766**
User Fees	$32
Other Gov	$913
Int Recoveries	$179
Property Taxes	$642
Total Revenues	**$1,766**
FTEs	11.8

Service Description

Community Services plans, administers, and delivers a variety of services designed to remove barriers and support residents in the areas of children's services, employment and income support, housing services, and senior services. The department administers regionally owned housing, as well as provincially and federally mandated services related to housing and homelessness. It provides direct delivery of early learning services through five children's centres and Home Child Care, while administering a Child Care Subsidy and providing services for children with special needs. The department operates Sunnyside Home, a long-term care facility, and provides specialized care for people with physical and cognitive needs. Community Services administers Ontario Works and is an approved Employment Ontario service provider.

Performance

The new departmental structure was officially launched in November 2014. As such, the Business Support Unit is in its early stages of implementation and performance measures are currently being established.

FIR Comparison
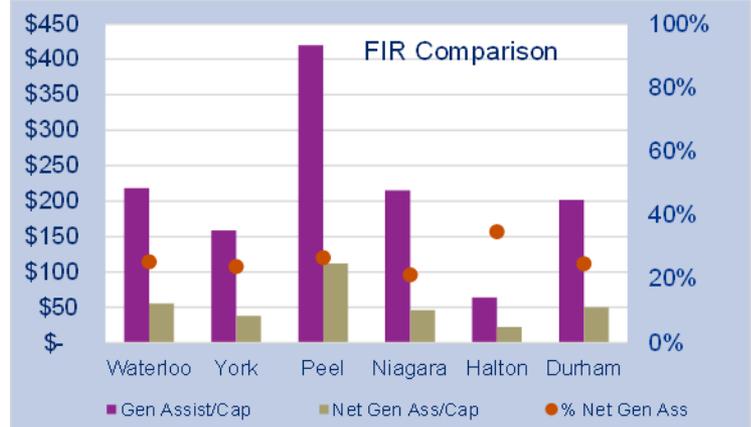
Rationale For Service Level Assessment & Service Type

- As part of the recent Organization Review process it was identified that there was a need to centralize administrative and other supports in order to meet the goals and satisfy the criteria/objectives set out in the review process.

- The changes reflect the innovations proposed by staff within the department and position the Department to be nimble and responsive to directional changes in the future.

- During the reorganization the Housing division was aligned with Community Services. This provided for better service planning and delivery of all housing and homelessness services within one department.

- Eliminated a division and redistributed staff among operational divisions to align policy and research with operations.

Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**	**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

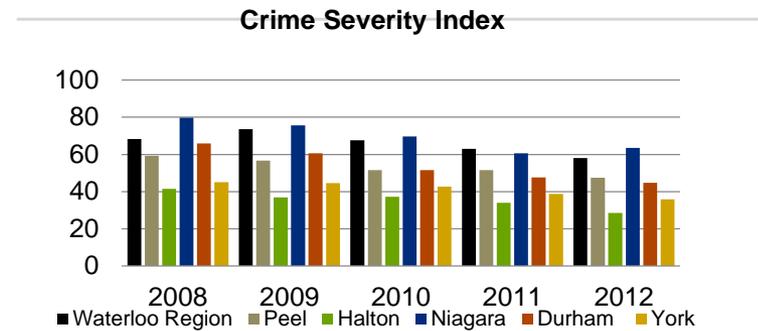| **Subservice Name & Description**	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Business Supports The Business Supports unit coordinates planning and service delivery across the Community Services Department. A key focus is on quality improvement and integration of services across the department.	Compensation	$941	User Fees		**S**	**I**	8.0	• The Business Supports Unit is focused on: • Developing processes that are smooth, lean, and simple, which include: • Consistent standards and processes that lead to greater accuracy and efficiency. • Accurate and responsive processes that support Service Excellence to clients. • Leading and facilitating linkages to staff and resources, resulting in successful Departmental outcomes.
	Supplies/Svcs	$72	Other Gov	$508				
	Allocation	$63	Int Recovery	$126	**M**			
	Capital	$12	Property Tax	$591				
	Grants	137						
	Total	**$1,225**	**Total**	**$1,225**				
Immigration Partnership The Immigration Partnership is a collective of community partners working on: settlement; health; housing; community and social services; education and language training; employer, business, and economic development; and government systems, which collaboratively develop and implement strategies to collectively facilitate system improvements for the successful settlement and integration of immigrants and refugees in the Waterloo Region. Over 100 organizations and community members are engaged in the Partnership.	Compensation	$341	User Fees	$32	**S**	**E**	3.8	• The Region is the host of the Immigration Partnership and employs the staff team that supports a community council and three steering groups (settle, work, and belong). The Immigration Partnership was born of extensive community consultation on the need for a coordinative body to improve service coordination and delivery to improve immigration experiences in Waterloo Region. Community partners adopted a Community Action Plan which addresses service improvement and alignment of settlement and mainstream service organizations, as well as business and government, in a wide range of areas. Through the Immigration Partnership, Regional staff are able to connect with settlement organizations, mainstream organizations, and businesses around a host of issues with a view to improving services to meet the needs of the diverse groups in the Region. In the next 20 years immigration will become an increasingly important factor in regional growth as will the value and importance of the Immigration Partnership.
	Supplies/Svcs	$167	Other Gov	$405				
	Allocation	$29	Int Recovery	$53	**FA**	**4**		
	Capital	$4	Property Tax	$51				
	Grants							
	Total	**$541**	**Total**	**$541**				

Crime Prevention Council

Program
Public Health & Safety

Department
Community Services

Service Type
External

Budget ($,000s)	
Compensation	$630
Supplies & Services	$84
Grants & Pmts	$5
Capital	$8
Allocations	$19
Total Costs	**$746**
User Fees	$56
Other Gov	$0
Int Recoveries	$0
Property Taxes	$690
Total Revenues	**$746**
FTEs	6.5

Service Description

The Waterloo Region Crime Prevention Council (WRCPC) is a community collaborative that addresses the root causes of crime through research, education, community engagement, policy development, advocacy, and locally focused problem solving. WRCPC is an advisory committee to the Region of Waterloo and consists of over 30 sector representatives including the community, social services, education, health, justice, police, and more who, together with a large pool of individual and organizational volunteers, advance community safety and well being initiatives for the Waterloo Region and beyond.

Performance

Every four years WRCPC develops a strategic plan that aligns with the Regional Council's strategic plan. An outside evaluation of the 2010-2014 Smart on Crime in Waterloo Region plan showed that WRCPC made significant advances in all four strategic directions: Education and Learning, Research and Inquiry, Strategic Leadership for Collaboration, and Organizational Design. Benchmarks for each direction were reviewed twice per year and these reviews were reflected in milestone updates to the community on the WRCPC's specifically dedicated website: www.smartoncrime.ca. Additionally, unanticipated interventions in response to community situations form a significant part of WRCPC's work and are either reviewed directly by the WRCPC in partnership with the community or included in the WRCPC's monthly consent agenda.

Crime Severity Index

Rationale For Service Level Assessment & Service Type

The WRCPC was instrumental in starting the National Municipal Network for Crime Prevention (NMNCP). This network received funding from Public Safety Canada to expand the number of municipalities that engage in social development for community safety from the current 16 large urban centers to 32 by 2017. The NMNCP with partner organizations like FCM expands the investment in the prevention of crime beyond Federal and Provincial Governments and local police to include community based efforts that have been shown to decrease the risks that lead to crime, victimization, and fear of crime (key quality of life indicators for municipalities.) Shortly after the Horner Commission recommendations were released in 1993, resulting in a municipal crime prevention work, the WRCPC has been on the leading edge of these developments. Partly as a result of this unique long time engagement, comparisons to other municipalities who more recently initiated crime prevention councils have not yet been developed, or are only sporadically monitored. However comparisons in per capita spending, community return on this investment through in-kind engagement, and impact on community safety are increasingly receiving attention from all orders of government, partly as a result of the rising police costs. The WRCPC provides a strong infrastructure for the likely future demands on local communities in this matter.

Financial Assistance Case Management

Program	
Social Support	

Department	
Community Services	

Service Type	
External	

| Budget ($,000s)	
Compensation	$17,343
Supplies & Services	$547
Grants & Pmts	$0
Capital	$196
Allocations	$1,137
Total Costs	**$19,223**
User Fees	$0
Other Gov	$9,591
Int Recoveries	$0
Property Taxes	$9,632
Total Revenues	**$19,223**
FTEs	184.6

Service Description

On behalf of the Province, provide assistance to eligible individuals and households, including temporary monetary assistance for the provision of basic needs and shelter, specified benefits, and emergency assistance.

FIR Comparison

Performance

OMBI reports social assistance requirements vary greatly, with Toronto the highest at 8,067 cases per 100,000 population and Halton lowest at only 1,016. RoW is very "average". The rate declined to 4,457 in 2013 (average 4,769) with cases lasting an average of 14.0 months (average is 14.9). Administration costs are $213.31 per case per month ($228.77 average) to provide assistance of $699.96 per case (exactly the average). Determining eligibility of new cases took 7.6 days, above the average of 7.0 days.
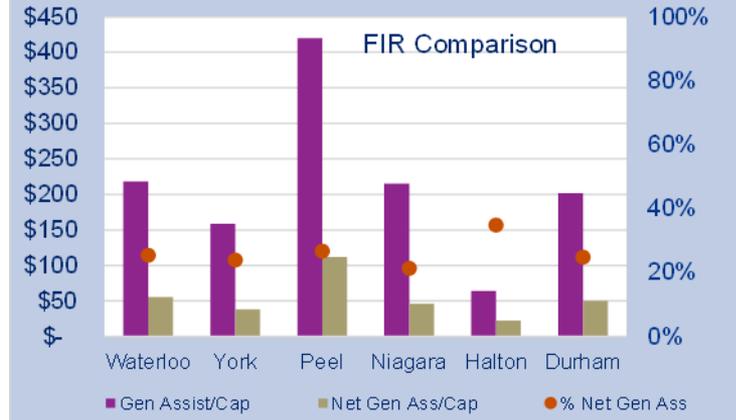
Rationale For Service Level Assessment & Service Type

Service is Mandatory in accordance with the Ontario Works Act, Regulations and Directives

Staff involvement in training for the new Social Assistance Technology (SAMS) and ongoing problems since the new system of the new system has resulted in increased time for determining applicant eligibility. Our service to ongoing clients has been compromised as we have had to redeploy staff to intake and ensure correct financial entitlement.

Staff provide desk side services to applicants, review potential eligibility, approve financial support and review applicant activity.

Reduction of manufacturing and employment opportunities in the community, and more clients with multiple employment barriers, has increased the length of time that clients are on social assistance.

Financial Assistance Case Management

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Client Intake and Financial Assistance Eligibility Enhanced Intake unit implemented June 2013. Core responsibilities are telephone screenings of applicants; online uploading; individual, in person eligibility verification appointments; individual, in person emergency assistance verification appointments; and determining eligibility for discretionary benefits issuance to ODSP, OW and low income residents. Interviews are conducted in an open office environment. Staff rotate between core responsibilities as scheduled.	Compensation	$3,129	User Fees	$0	**S-**	**E**	34.0	• Responsible for applicants who apply via telephone or online for Ontario works, temporary care, or emergency assistance. If the client is deemed to have initial eligibility an in office verification interview is scheduled with the applicant. If all verification requirements are met, financial assistance is granted, predominately by direct bank deposit. Some granting delays occur when applicants do not have the required verification documentation or are slow in submitting their information. • Implemented new enhanced Intake Service Team, which redeployed caseworker positions to Intake Assessment Coordinators, as a component of structuring within Employment and Income Support Division. • Implementation of Social Assistance Management System (SAMS), the new provincially mandated computer system, has significantly compromised client service levels, and requires much more staff effort to process applications and changes. • Interviewing applicants within 4 business days is the Provincial requirement, with decisions on client eligibility within the 7 day OMBI average. • As of November 2014 the service is not able to meet provincial expectations as staff continue to be significantly challenged by SAMS technology issues.
	Supplies/Svs	$26	Other Gov	$1,580				
	Allocation	$5	Int Recovery	$0	**L**	**1**		
	Capital	$0	Property Tax	$1,580				
	Grants	$0						
	Total	**$3,160**	**Total**	**$3,160**				

Financial Assistance Case Management

Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Case Management Provides individualized case management for ongoing clients.	Compensation	$12,644	User Fees	$0	**S**	**E**	134.6	• Income Support Caseworkers, Sr. Caseworkers, Students, Sr. Caseworker/Hostels, Family Support, Caseworkers, and the Enhanced Verification Process ensures ongoing case management, accurate entitlement approval of additional benefits, and referrals to community partners. The client is assigned a permanent caseworker based on their service needs. The level of contact is variable depending on need and participation agreement requirements. A benefit unit is a person, who receives financial assistance and benefits for themselves and if applicable for other family members. The 15% overdue participation agreements is an internal performance measure. Caseworkers strive to have no more then 15% of participation agreements that are overdue, i.e. Minimum update every three months, Family Support Caseworkers strive to have first appointments with clients referred within 45 days; the Provincial standard is 90 days. The Income Support Caseworkers' average caseload is 140 benefit units. Internal performance measures and Income Support caseworkers maintain 15% overdue client participant agreements and the Provincial standard of 90 days for Family Support Caseworkers from time of referral to first appointment (internal target is 45 days).
	Supplies/Svs	$464	Other Gov	$7,196				
	Allocation	$1,129	Int Recovery	$0	**L**	**1**		
	Capital	$196	Property Tax	$7,237				
	Grants	$0						
	Total	**$14,433**	**Total**	**$14,433**				

Financial Assistance Case Management

Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

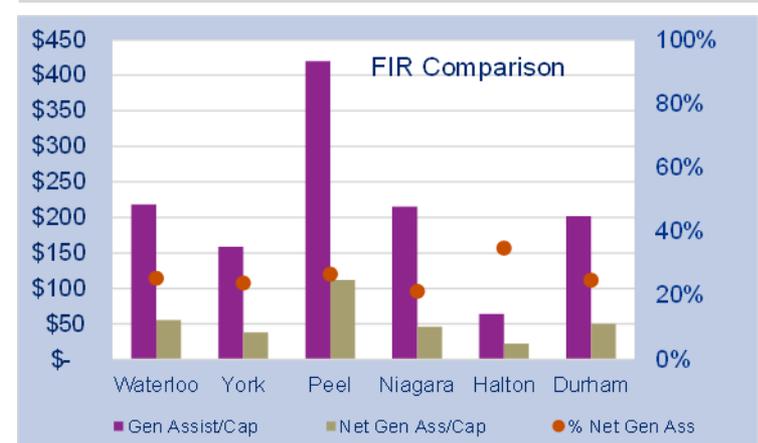| **Subservice Name & Description**	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Interpretation and Translation Services Interpreter and translation services are provided to applicants/participants to assist them in accessing our service, at no cost to the individuals.	Compensation	$0	User Fees	$0	**S**	**E**	0	• Contracted with K-W Multicultural Centre and Cambridge Y.
	Supplies/Svcs	$2	Other Govs	$1				
	Allocation	$0	Int Recovery	$0	**IS**	**3**		
	Capital	$0	Property Tax	$1				
	Grants	$0						
	Total	$2	Total	$2				
Quality Assurance Dedicated unit including key functions of policy development; training; internal review; case presenting officer; enhanced verification process; and evaluation.	Compensation	$1,570	User Fees	$0	**S**	**I**	16.0	• Eligibility Review staff who investigate fraud allegations/complaints. If participant receives excess financial entitlement (most often by not claiming income, earnings, or other non-exempted money), a determination is made to have an overpayment applied or formal fraud charges laid. • Special Services/Quality Assurance Sr. Caseworker Eligibility – specialized caseworker assignments. The 2014 internal performance measure for complete eligibility reviews was 355. • Quality Assurance Facilitators have focused training on SAMS and Supportive Approaches through Innovative Learning.
	Supplies/Svcs	$55	Other Govs	$814				
	Allocation	$3	Int Recovery	$0	**L**			
	Capital	$0	Property Tax	$814				
	Grants	$0						
	Total	$1,628	**Total**	$1,628				

Employment Services

Program

Social Support

Department

Community Services

Service Type

External

Budget ($,000s)

Compensation	$5,832
Supplies & Services	$3,167
Grants & Pmts	$0
Capital	$25
Allocations	$295
Total Costs	**$9,319**
User Fees	$0
Other Gov	$8,367
Int Recoveries	$0
Property Taxes	$952
Total Revenues	**$9,319**
FTEs	65.0

Service Description

Provides a range of internally operated employment services and services and also partner contracts with the community agencies to improve employment outcomes

The ROW has a contract with Employment Ontario to provide employment services to the community. It also has an obligation under Ontario Works to provide employment services to social assistance recipients. The delivery of these two requirements is combined.

Performance

Performance indicators used include satisfaction with Employment Programming feedback, Computer usage in Employment Resource Areas, ongoing participation input, feedback evaluation, and targets set by Employment Ontario.

There were 35,000 recorded computer users in the 3 Employment Resource Centres in 2014. They received an average rating of 4.4 out of 5 satisfaction with the employment services in 2014.

Employment Ontario has target outcomes per office, i.e. 187 X 3 sites, counted on exit from the EO service. This includes clients securing jobs, moving to other training, and research and information services. Employment outcome measures are required for the MCSS, which sets annual employment assistance targets. This includes a percentage of caseload with employment income.

FIR Comparison

Legend: Gen Assist/Cap, Net Gen Ass/Cap, % Net Gen Ass
Categories: Waterloo, York, Peel, Niagara, Halton, Durham

Rationale For Service Level Assessment & Service Type

- Services are external, and required by the province under Ontario Works legislation, or provided pursuant to the funding agreement with Employment Ontario.

- Service levels are consistent with those required in the regulations and/or funding agreement

- Service facilitation, Experience Matters, Job Development, Social Work, Individual Support Towards Employment, Community Placement, Employment Resource Centre, Employment Ontario Service Provider

Employment Services

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Case Management Dedicated staff (Employment Counsellors) provide case management to clients who fit long term criteria (been on Ontario Works for 24 months) and youth under age 25	Compensation	$1,711	User Fees	$0	**S**	**E**	17.0	• Caseload maximum of 100 to these two targeted groups • Intensive Case Management and Counselling more frequent client contact and supports.
	Supplies/Svcs	$766	Other Govs	$2,542				
	Allocations	$271	Int Recovery	$0	**L/FA**	**1**		
	Capital	$24	Property Tax	$230				
	Grants							
	Total	**$2,772**	**Total**	**$2,772**				
Training & Skills Development Design, manage, and deliver a range of skills training, employment preparation, work experience, and job search initiatives.	Compensation	$2,542	User Fees	$0	**S**	**E**	28.0	• Internal programming and partnering/contracting with the community • Offered in group programming format and individual sessions • Planning For Employment, Toward Employment, Experience Matters, Creating Opportunities, Community Placement, Individual Support Towards Employment, Job Search, Social Work, Employment Resource Centre services and assistance, and resume preparation • Community Placement worked with 681 participants January 2013-June 2014. • Internal Employment service are: Creating Opportunities, Planning for Employment, Towards Employment, Tools and Techniques and Experience Matters. Total for 2014 = 930 • Employment Ontario April 1 – December 2014 = 174 secured employment and 33 wend for further training.
	Supplies/Svcs	$1,477	Other Govs	$3,747				
	Alloc	$13	Int Recovery	$0	**L/FA**	**1**		
	Capital	$0	Property Tax	285				
	Grants	$0						
	Total	**$4,032**	**Total**	**$4,032**				

Employment Services

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Job Development Market to businesses and employers in order to link residents to job opportunities based on their skills and abilities.	Compensation	$997	User Fees	$0	**S**	**E**	11.0	• Identify employment opportunities in the community. • Provided as requirement of Employment Ontario contract. • Also used for Ontario Works participants who complete Internal Employment Groups, Experience Matters, and Community Placement.
	Supplies/Svcs	$870	Other Govs	$1,492				
	Allocation	$9	Int Recovery	$0	**L/FA**	**1**		
	Capital	$0	Property Tax	$384				
	Grants	$0						
	Total	**$1,876**	**Total**	**$1,876**				
Employment Centres Provide computer access, fax, photocopying, job postings board, telephone/voice mail box, and access to staff support for employment search activities to social assistance clients and the public.	Compensation	$581	User Fees	$0	**S**	**E**	9.0	• 3 Employment Resource Centres, 99 Regina St. S, 150 Main St. Cambridge, and 235 King St. E. Kitchener. • 4 Rural Outreach Sites: Family Counselling Centre of Cambridge and North Dumfries, Community Support Services in Ayr, Wilmot Family Resource Centre in New Hamburg, Woolwich Community Services in Elmira, and Wellesley Township Community Health Centre in Wellesley.
	Supplies/Svcs	$55	Other Govs	$586				
	Allocation	$3	Int Recovery	$0	**M/FA**	**3**		
	Capital	$0	Property Tax	$53				
	Grants	$0						
	Total	**$639**	**Total**	**$639**				

Financial Assistance

Program

Social Support

Department

Community Services

Service Type

External

Budget ($,000s)

|	
Compensation	$0
Supplies & Services	$0
Grants & Pmts	$78,793
Capital	$0
Allocations	$0
Total Costs	**$78,793**
User Fees	$2,615
Other Gov	$67,655
Int Recoveries	$2,175
Property Taxes	$6,348
Total Revenues	**$78,793**
FTEs	0.0

Service Description

Provides funding for allowances provided to Ontario Works recipients, as well as benefits such as assistive devices, mobility aids, medical supplies, eviction prevention, specialized footwear, hospital beds, medical transportation, glasses, dental services, funerals, food hamper, interpreter services, and other necessary items to the citizens of Region

FIR Comparison

Legend: Gen Assist/Cap, Net Gen Ass/Cap, % Net Gen Ass
Regions: Waterloo, York, Peel, Niagara, Halton, Durham

Performance

The differences in per capita expenditure levels largely relates to differences in community need, as most payments are set by the province, related to the client circumstances. In the chart top right, Durham's recoveries from the province are not shown as they do not report in the same way as other regions.

Most regions provide some discretionary benefits.
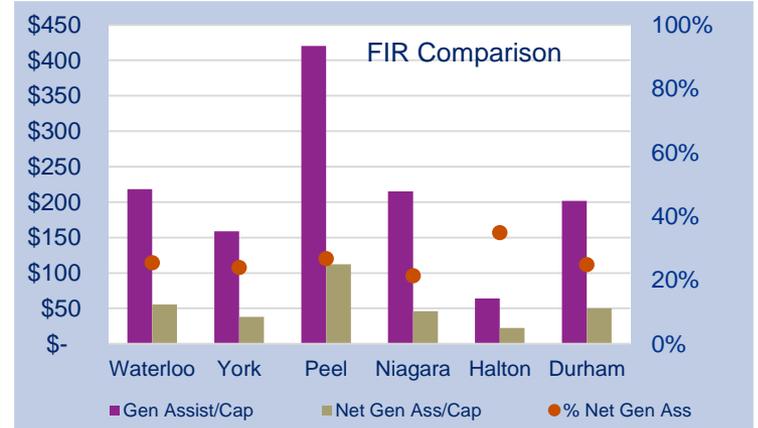
Rationale For Service Level Assessment & Service Type

- Discretionary Benefits are shown as "Above" standard, as they are not legislatively required, however demand exceeds provincial funding and various limits have been established to contain expenditures.

- RoW provides $2m funding in excess of that required by the Provincial funding formula

Financial Assistance

Sub-Services							
Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Ontario Works Allowances Provide mandatory allowances to participants on Ontario Works	Compensation	$0	User Fees	$2,615	S	E	0	• Provides financial assistance, including emergency assistance to residents of the Region by EIS staff • Benefits also provided under Transitional Child Benefit • Provincially legislated amounts and criteria, issued to client via SAMS technology • Internal recovery represents transfer from Tax Stabilization Reserve Fund, and hence is the equivalent of property tax support
	Supplies/Svcs	$0	Other Govs	$62,949				
	Allocation	$0	Int Recovery	$1,638	L	1		
	Capital	$0	Property Tax	$4,143				
	Grants & Pmts	$71,345						
	Total	**$71,345**	**Total**	**$71,345**				
Mandatory Health Related Benefits Provide mandatory benefits for participants on OW to assist with health related benefits as directed by OW	Compensation	$0	User Fees	$0	S	E	0	• Mandatory benefits issued as per legislated amount by EIS staff • Provincially legislated amounts and criteria, issued to client via SAMS technology • Internal recovery represents transfer from Tax Stabilization Reserve Fund • Mandatory benefits: dental care for dependent children, diabetic supplies, extended employment health benefit, full time employment benefit, guide dog allowance, medical transportation, other employment assistance activities, vision care for dependent children and up front child care
	Supplies/Svcs	$0	Other Govs	$1,951				
	Allocation	$0	Int Recovery	$50	L	1		
	Capital	$0	Property Tax	$134				
	Grants	$2,135						
	Total	**$2,135**	**Total**	**$2,135**				

Financial Assistance

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Discretionary Benefits Provide discretionary health and non-health related benefits to Ontario Works, Ontario Disability Support Program and Low Income individuals residing independently in the Region	Compensation	$0	User Fees	$0	**A**	**E**	**0**	• Discretionary Benefits funding is provided with staff input and community consultation on the key, or prioritized benefits and amounts. • Some areas capped, deductible applies. Direct payments to vendor, landlord is prescribed. • Council approved funding above Provincial allocation • In recovery represents transfer from Tax Stabilization Reserve Fund. • Includes $500,000 from CHPI • Discretionary Benefits: Dental for adults, dentures, food hampers, bus tickets, eviction prevention, late payments and connections, interpreter services, mobility aid and orthotics, hearing aids, funerals, vision care for adults
	Supplies/Svcs	$0	Other Govs	$2,755				
	Allocation	**$5,313**	Int Recovery	$485	**M**	**3**		
	Capital	$0	Property Tax	$2,073				
	Grants	$5,313						
	Total	**$5,313**	**Total**	**$5,313**				

Service Profile
Social Development

Program
Social Support

Department
Community Services

Service Type
External

Budget ($,000s)	
Compensation	$0
Supplies & Services	$0
Grants & Pmts	$2,225
Capital	$0
Allocations	$0
Total Costs	**$2,225**
User Fees	$0
Other Gov	$0
Int Recoveries	$0
Property Taxes	$2,225
Total Revenues	**$2,225**
FTEs	**0**

Service Description

Community Services is responsible for the design, implementation, administration and support of a variety of place-based social development services within communities and neighbourhoods throughout Waterloo Region, with a specific focus on supporting individuals and families who are living with low income.

Social Development services are unique services which are not offered in other municipalities in Ontario. As a results no benchmark exists.

Performance

Counselling Collaborative was a recent recipient of the Ontario Municipal Social Services Association's (OMSSA) Local Municipal Champion Award (June 2012). This award is in recognition of best practices and peer-recognized outstanding contributions to human services.

Rationale For Service Level Assessment & Service Type

- 12.2% of children in Waterloo Region live in poverty.

- Optimal developmental health outcomes for children are strongly influenced by the social determinants of health. Social Development services are aimed at addressing the social determinants of health and increasing positive outcomes for children.

- Individuals who live in poverty experience many psychosocial stressors. Research has demonstrated that counselling is effective in helping individuals and families to address personal issues. Counselling allows people to develop social networks and meaningful inclusion in community, for example, engagement in the work force or connections to volunteer roles in the community, and to increased coping skills while decreasing the need for more intensive and costly services.

Social Development

Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Community Outreach Community Outreach is a community based service created to prevent and reduce child poverty in the Waterloo Region. The goal is to assist children and families experiencing low income in accessing the services they need in their own communities.	Compensation	$0	User Fees	$0	S	E	0	• The Community Outreach service is a community partnership where the Region funds 14 agencies who employ 26 Family Outreach Workers at 32 sites across the Region. The Family Outreach Workers meet with families who have children under the age of 18 and are living with low incomes • Financial Supports/grants are provided in the areas of food, recreation for children, transportation, employment, and education. • Indicators of effectiveness include: Family Outreach Workers link families to community-based resources; An outcome evaluation is currently is progress
	Supplies/Svcs	$0	Other Govs	$0				
	Allocation	$0	Int Recovery	$0	T	2		
	Capital	$0	Property Tax	$1,497				
	Grants	$1,497						
	Total	**$1,497**	**Total**	**$1,497**				
Counselling Collaborative The Region provides funding to seven community counselling agencies to deliver counselling services to individuals who are on Ontario Works and ODSP. The costs of the counselling service are shared 50/50 by the Region and the counselling agencies.	Compensation	$0	User Fees	$0	S	E	0	• In January 1996, MCSS withdrew its cost share contribution to counselling and the Region made the decision to begin municipally funded grants to counselling agencies for people receiving Ontario Works (OW) and Ontario Disabilities Support Program (ODSP) • A counselling grants review took place in 2008 and 2009. This process informed a case for change and instigated the development of the Counselling Collaborative service. The Counselling agencies work together, with Regional Staff, to develop a funding formula, eligibility criteria, service parameters, shared data, and evaluation and communication activities • In 2013, 3,353 families and 7,151 children were supported through Community Outreach
	Supplies/Svcs	$0	Other Govs	$0				
	Allocation	$0	In Recovery	$0	IS	3		
	Capital	$0	Property Tax	$497				
	Grants	$497						
	Total	**$497**	**Total**	**$497**				

Social Development

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Grants to Organizations The Region recognizes the contribution of community organizations to the quality of life enjoyed in the Region and provides grants under its Policy on Grants to Community Organizations. Eligible organizations must meet specific criteria outlined in the Region's Policy and submit an application for funding which is subject to Regional Council approval.	Compensation $0 Supplies/Svcs $0 Allocation $0 Capital $0 Grants $231 **Total $231**		User Fees $0 Other Govs $0 Int Recovery $0 Property Tax $231 **Total $231**		S T	E 3	0	• Grant recipients must be a not for profit organization, provide a significant benefit to the Region and meet an identified and quantifiable need in the community as determined by Regional Council. Grants were provided to 16 community organizations in 2014. Regional grants assist the community organizations in delivering services across the Region.

Child Care Management

KPMG

Program

Social Support

Department

Community Services

Service Type

External

Budget ($,000s)

Compensation	$3,097
Supplies & Services	$127
Grants & Pmts	$25,217
Capital	$24
Allocations	$197
Total Costs	**$28,662**
User Fees	$334
Other Gov	$26,085
Int Recoveries	$0
Property Taxes	$2,243
Total Revenues	**$28,662**
FTEs	**33.4**

Service Description

As the designated child care service system manager, responsibility falls to the Region for planning and managing early years services at the local level. Early years services are managed through a service planning process that reflects current child care legislation, regulations and directives.

Performance

OMBI reports regulated child care spaces less than average (132 per 1,000 children under 12 verses an average of 175). The gap is closer for subsidized spaces (27.7 vs. 31.5 on average), but spending per child in the Region is still lower than average ($511 vs. $625) in over all spending for licensed child care. Waterloo pays 25% of child care costs, while York, Peel and Niagara only pay 18% to 21%.
Annual service targets are established through a service agreement with Ministry of Education (MEDU) status is reported 3 times in the calendar year .
Service targets have been consistently met or exceeded for the past five years.
ELCC profile information sheets provides details on current licensed spaces, population and service demands at neighbourhood levels.
Child Well Being Dashboard provides additional information on key indicators/outcomes for children related to developmental health such as; literacy, social cohesion.

FIR Comparison - Child Care

Legend: Expenditure/Capita, Net of Revenues, Percent Net
Categories: Waterloo, York, Peel, Niagara, Halton, Durham
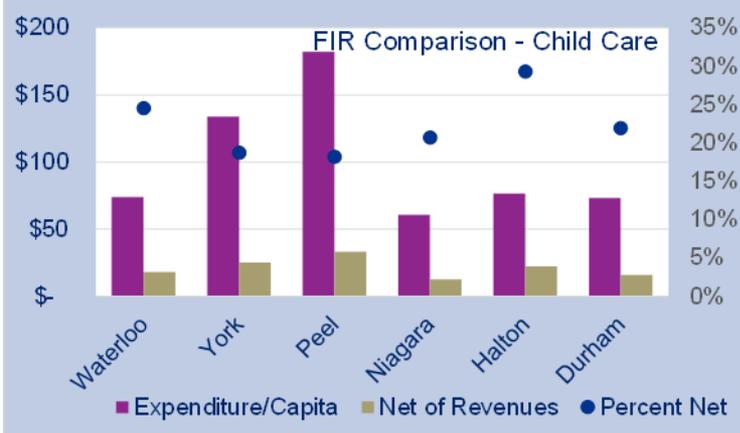
Rationale For Service Level Assessment & Service Type

- Provincial direction with the introduction of Bill 10 would indicate a move towards greater oversight and regulatory requirements for child care. This means in the coming year some of the unregulated informal care currently being accessed by families will be transitioned to the regulated system, this will place increased pressure on the CMSM to fund and monitor compliance.

- Start up and capital funding for new child care is non existent and currently presents a barrier for expansion of the system.

- Provincial framework Ontario Early Years Policy Framework identifies key areas of focus from Provincial perspective.

- Provincial audits alternating years reviews funding allocations and oversight practices regarding administration of all funding.

	Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Child Care and Early Years Planning Management of the child care system including the development and implementation of a child care service plan. Local service plans are based on local community needs, following a planning process that engages providers across service sectors.	Compensation	$243	User Fees	$201	**S**	**E**	0.6	• As required as part of Provincial service agreement, the Region produces a multi-year service plan. The service plan for 2011-2015 will be updated this year. The service plan identifies key areas of focus, using a framework that focuses on 8 key elements of a high quality early learning and care system. A multi-year service plan is more efficient and effective when guiding a complex system. • New funding approach developed and implemented in 2015 which provides base operating and incentive grants to operators ensuring equity in distribution of annual operating funding and greater levels of accountability. • Various funding envelopes helps to provide stability to existing child care services and offset some of the impact of FDK and before and after school services. The ELCC system continues to struggle financially due to loss of 4-7 yr. olds. • Broader based Early Years planning with the community has been separated from the ELCC service plan through the formation of the Children's Planning Table, which is working on an integrated approach to service planning across the whole early years service sector. Funding to support this work has been provided through a series of Provincial and philanthropic grants.
	Supplies/Svcs	$21	Other Govs	$68				
	Allocation	$5	Int Recovery	**$0**	**L**	**1**		
	Capital	**$0**	Property Tax	$0				
	Grants	**$0**						
	Total	**$269**	**Total**	**$269**				

Child Care Management

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Regulatory Compliance Consolidated Municipal Service Manager for all licensed early learning and child care services in Waterloo Region ensures compliance and integrity in the use of funding flowed to each operator. Service agreements outline requirements as a condition of funding. Working collaboratively with the Ministry of Education Quality Assurance and Licensing unit regarding regulatory compliance.	Compensation	$1,011	User Fees	$133	**S**	**E**	9.6	• Responsible for the establishment and implementation of policy and best practices to ensure integrity in the distribution and use of public funds. Completes random audits/file reviews of operators financial records to ensure funds are used for purposes intended. • As the CMSM service agreements exist with every licensed ELCC operator. All operators receive some level of funding and at minimum would be subject to an annual file review. • Operators are required to submit annual statements to reconcile funds used. Operators receiving more than $100,000 must submit an audited financial statement. • Service agreement s specify appropriate use of funding, establish service targets if appropriate and provide a service description for every operator in receipt of funding. • Bill 10 will increase CMSM oversight in future on planning and development.
	Supplies/Svcs	$61	Other Govs	$796				
	Allocation	$130	Int Recovery	$0	**L/C**	**1**		
	Capital	$7	Property Tax	$280				
	Grants	$0						
	Total	**$1,209**	**Total**	**$1,209**				

Child Care Management

	Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Funding Administration Funding of local agencies to provide licensed early learning and child care services (centres and caregivers) as well as support services for children with special needs. Distribution of base operating funding, wage enhancement funding, repairs and maintenance, special needs resource funding, major and minor capital, and professional resource funding.	Compensation	$175	User Fees	$0	S	E	2.0	• Develops and implements policy, practice and oversight in the delivery of a variety of different funding envelopes to operators and agencies. • Operates under the Ontario Child Care Management Guidelines for distribution of funding from various funding envelopes • New approach to distribution of base operating funding established for 2015 which will allow for better forecasting of funding pressures. • New Provincial Wage Enhancement initiative to be administered effective January 2015 • Provides funding for a centralized waitlist/registration system for all licensed ELCC services which benefits ELCC services • Centralized source for training and development services for all ELCC services ensures consistency in delivery of evidenced based professional development and ensures all ELCC services have access to the same level of PD.
	Supplies/Svcs	$0	Other Govs	$21,325				
	Allocation	**$0**	Int Recovery	$0	L	1		
	Capital	**$0**	Property Tax	$279				
	Grants	$21,429						
	Total	**$21,604**	**Total**	**$21,604**				

Child Care Management

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Fee Subsidy Administration Determination of eligibility for fee subsidy for child care using a Provincial income test. Purchase of service on behalf of subsidy eligible families in licensed ELCC settings.	Compensation	$1,576	User Fees	$0	**S**	**E**	18.2	• Families determined eligible for child care fee assistance using Provincial income test . Once approved, parents receive information about licensed ELCC services available to them. Parents register their child(ren) at the ELCC service of their choice. The subsidy office provides authorization to the ELCC service for provision of care. • Through service agreements with all licensed ELCC services families are able to select the child care that is best suited to their needs such as location, appropriate age grouping and hours of care required. Parents may be required to pay a portion of the fee. Operators submit monthly invoices which are verified to ensure integrity of the claim. • Loss of the subsidy would be a barrier for families who require care and may result in loss of employment. • Gap between purchase of service rates and market rates continues to grow and creates financial hardship for operators. • Ability to avoid a fee subsidy waiting list benefits families who are able to access child care when they need it and does not cause financial hardship for operators.
	Supplies/Svcs	$29	Other Govs	$691				
	Allocation	$62	Int Recovery	$0	**L**	**1**		
	Capital	$17	Property Tax	$993				
	Grants	$0						
	Total	**$1,684**	**Total**	**$1,684**				

Sub-Services

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Special Needs Resourcing As CMSM the Region is required to provide special needs support services to ensure inclusion of children with special needs in licensed ELCC services. Services are contracted through service agreements with three agencies who receive funding annually to provide; Resource consultation, enhanced classroom support, assessment, short term therapy and early intervention services directly in the licensed ELCC setting.	Compensation	$92	User Fees	$0	**S**	**E**	1.0	• Contracted services with three agency support services are provided to all licensed child care services in the RoW. In 2013-2014, a new collaborative model was implemented, which provides greater efficiencies and consistency in service delivery by moving from 7 agencies to 3 agencies and aligning key functions/services under the 3 unique agencies. Levels of service and service targets are defined in annual service agreements with the three agencies. • A centralized point of access (SNAP) is housed at the Region of Waterloo which is the entry point for all requests for support from parents and ELCC operators. The SNAP also provides a venue to monitor service demands and support planning. • Child care fee subsidy also available to eligible families as outlined in the fee subsidy service description. • 1,700 service units provided annually to approximately 700 children. • Using a collaborative approach the RoW works with the three agencies to establish annual work plans, joint training activities and effective service delivery strategies.
	Supplies/Svcs	$0	Other Govs	$3,532				
	Allocation	$0	Int Recovery	$0	**L**	**1**		
	Capital	$0	Property Tax	$691				
	Grants	$4,131						
	Total	**$4,223**	**Total**	**$4,223**				

Child Care Management

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Quality Initiatives/Capacity Building Ensures the development and delivery of quality ELCC services and services, which align with Provincial direction. Provides annual funding for service quality . In addition Provincial funding is also provided for capacity building related to professional development and implementation of Provincial pedagogy for ELCC.	Compensation	$175	User Fees	$0	**S+**	**E**	2.0	• Raising the Bar on Quality is a peer accreditation model that all ELCC services, SNR agencies are required to participate in. • Each ELCC service completes required activities that relate to supporting quality practices • Services submit profile binders which provide documentation that demonstrates they are achieving the key activities required for accreditation. The Profile binders are reviewed by two panels of peers who confirm the information or dispute it. New services are supported by staff to complete the requirements and work towards increased status. • Centralized training and professional development is delivered for the ELCC community through the ECE Professional Resource Centre housed at Conestoga College. A service agreement with the PRC outlines an annual plan of action and anticipated levels of training and professional development that will be provided. Centralized training ensures standards, topics and evidence based practice are the focus & cost efficiency. Training is available for all ELCC services and SNR agencies. • Statistics on total membership, attendance and topics is tracked by the PRC.
	Supplies/Svcs	$16	Other Govs	$473				
	Allocation	$0	Int Recovery	$0	**FA**	**4**		
	Capital	$0	Property Tax	$0				
	Grants	$282		$0				
	Total	**$473**	**Total**	**$473**				

Child Care Operations

Program
Social Support

| Department |
|------------|
| Community Services |

Service Type
External

Budget ($,000s)	
Compensation	$7,193
Supplies & Services	$8,738
Grants & Pmts	$0
Capital	$458
Allocations	**$513**
Total Costs	**$16,902**
User Fees	$1,196
Other Gov	$10,074
Int Recoveries	$0
Property Taxes	$5,632
Total Revenues	**$16,902**
FTEs	84.9

Service Description

Direct delivery of early learning and child care services through five Children's Centres and a Home Child Care service. The five Children's Centres are located in Cambridge, Kitchener, and Elmira.

FIR Comparison - Child Care

Expenditure/Capita · Net of Revenues · Percent Net
(Waterloo, York, Peel, Niagara, Halton, Durham)

Performance

Both service areas participate and achieve "gold" level status in the Raising The Bar community accreditation process. The HighScope accreditation process involves rigorous review, conducted by external consultants who ensure services meet standards required for this evidence based approach to early childhood education. The centres are the only municipally operated HighScope services in Canada. Gold level standings for 11 years in the annual Raising the Bar Quality Initiative in the community
Home Child Care opened the service to fee paying families in 2014 to generate increased revenues. Daily per diems are low in comparison to other HCC agencies in Waterloo Region.
The five Children's Centres have per diems that are in line with other community operators.
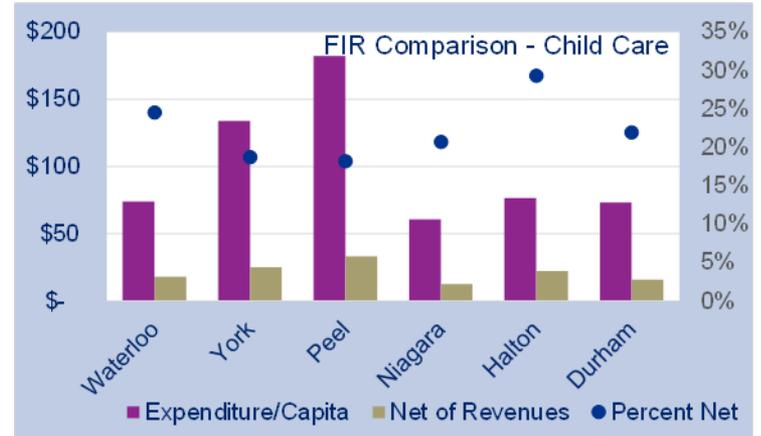
Rationale For Service Level Assessment & Service Type

- Operation of child care centres by the Region directly is a traditional municipal service.

- The quality of care is considered higher than that in unlicensed child care, and higher than that provided in most licenced centres, given the Raising the Bar and HighScope ratings.

- Daily per diems are within the range of other market rates in the community.

- Centres and Home Child Care are in locations that have a high need for child care.

Child Care Operations

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Children Centres Provides high quality early learning and child care services in five locations. Uses a specialized curriculum approach for positive learning outcomes for children.	Compensation	$4,768	User Fees	$1,146	**A**	**E**	56.5	• Provides access for 230 children, 12 months to 5 years of age, to high quality early learning centre based environments. Centres are located in communities of lower socio-economic status and high child populations. 24% enrollment children with special needs. • Demonstration sites for the HighScope foundation. • The CMSM directly operating services gives understanding and insights into child care operations, which help guide the system and place an obligation to demonstrate leadership in best practices. Each centre has an annual operating budget, which provides for the annual cost of operation. Subsidy eligible children placed at the centre are funded through this operating budget and do not impact on the fee subsidy budget. Revenues from parent fees also make up approximately $1.15M annually. • Annual client satisfaction surveys/evaluation are completed with high satisfaction rating of 4.5-4.8 on a 5 point scale. • Use of the I Care for Kids, I Care for Quality training service with caregivers. • Exceed standards of Day Nurseries Act for example physical space, equipment, daily services. • Developmental monitoring and documentation for each child's developmental progress. • Audit completed to ensure integrity of the funds used and best practices are maintained.
	Supplies/Svcs	$272	Other Govs	$2,568				
	Allocation	$388	Int Recovery	$0	**M**	**3**		
	Capital	$430	Property Tax	$2,144				
	Grants	$0						
	Total	**$5,858**	**Total**	**$5,858**				

Child Care Operations

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Home Childcare Provides home based care through contracted caregivers in their own homes located throughout Waterloo Region.	Compensation	$2,425	User Fees	$50	**S+**	**E**	28.4	• HCC provides care in a home based environment through contracted services with up to 425 caregivers who provide care in their homes for up to 1400 children • Home child care is open to fee paying and subsidized families and provides an option for families who may not want centre based care but want to remain in the regulated system. Regulated HCC provides greater oversight of caregivers. In light of the recent deaths of children in unregulated homes, the importance of oversight has been highlighted • HCC fills a unique niche for families who want a home based environment or require non traditional hours of care (i.e. evenings, weekends) • Achieved gold level standing in RTB • Service expanded in 2014 to provide services to fee paying families • Careful screening, oversight, and review of caregivers is provided by caseworkers
	Supplies/Svcs	$7,666	Other Govs	$6,706				
	Allocation	$125	Int Recovery	$0	**M**	**3**		
	Capital	$28	Property Tax	$3,488				
	Grants	$0						
	Total	**$10,244**	**Total**	**$10,244**				

Long Term Care

Program

Social Support

Department

Community Services

Service Type

External

Budget ($,000s)

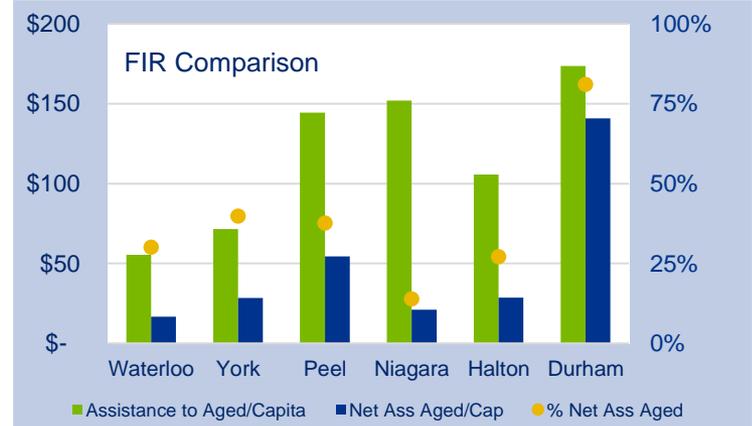|	
Compensation	$20,481
Supplies & Services	$3,300
Grants & Pmts	$0
Capital	$3,024
Allocations	$1,878
Total Costs	**$28,683**
User Fees	$5,548
Other Gov	$14,600
Int Recoveries	$18
Property Taxes	$8,517
Total Revenues	**$28,683**
FTEs	**270.1**

Service Description

Provision of accommodation and care to older adults and adults with disabilities in a home-like environment that meets the Long-Term Care Home Act 2007 and its Regulations. Focus is on placing the needs of the residents at the centre of care, assisting them to age with dignity, in partnership with their families. Expertise in caring for those with dementia, mental health conditions, and end of life care. The Region of Waterloo operates one home: Sunnyside Home, a 263 bed facility that includes long term care (236 beds), convalescent care (25 beds), and respite care (2 beds).

Performance

OMBI reports the cost of providing long term care increased in 2013 reaching $255 per bed per day, a 17% increase over 2011 and above the average of $233 for municipal homes. Municipal homes receive funding from the province similar to funds provided to non-profit and private long term care homes, however, OMBI notes that many municipalities contribute additional resources to maintain standards of care that exceed provincial requirements. The home achieves the same 96% satisfaction rate that municipal homes average, with publically reported performance indicators through Health Quality Ontario (skin and wound rates, restraint use, incontinence rates and falls.)

This service consistently has a wait list of more than 500 people for Long-Term Care.

FIR Comparison — chart showing Waterloo, York, Peel, Niagara, Halton, Durham. Legend: Assistance to Aged/Capita, Net Ass Aged/Cap, % Net Ass Aged

Rationale For Service Level Assessment & Service Type

Service is mandatory as legislation requires the municipality to maintain a long term care home.

Service levels are Above standard as spending exceeds industry norms and programming has been recognized:
- Accredited in 2012 with exemplary standing by Accreditation Canada
- Costs include the additional funding for the needs of convalescent care clients
- Current trend is to allow people to stay in their homes longer and to reduce emergency visits. Convalescent Care and Respite Care help to meet this goal
- CIHI reports show an increase in mental health diagnoses, an increase in the need for assistance with activities of daily living and an increase in behaviours
- Case Mix Index is increasing annually
- Charitable Foundation provides funding for equipment or other purposes not funded by the Ministry or municipality
- Using LEAN Methodology to improve efficiencies

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Accommodation Provision of accommodation and care to older adults and adults with disabilities in a home-like environment that meets the Long-Term Care Homes Act 2007 and its Regulations.	Compensation	$2,792	User Fees	$5,133	A	E	38.0	• Resident Home Assistant position is a multi-purpose position providing cleaning, food service support, and bed making. • All laundry services are provided in house. Laundry services include personal items and linens. • Annually 974,480 pounds of laundry services. • Provide some laundry services for EMS. • Quality and Risk Management Committee oversees all reports of risk and develops plans to mitigate risk.
	Supplies/Svcs	$722	Other Govs	$2,248				
	Allocation	$1,878	Int Recovery	$18	L	1		
	Capital	$3,024	Property Tax	$1,017				
	Grants	$0						
	Total	**$8,416**	**Total**	**$8,416**				

Long Term Care

Sub-Services

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Nursing and Personal Care Under the LTCHA, 2007, medical and nursing care are provided to Sunnyside Home residents.	Compensation	$13,798	User Fees	$0	A	E	176.7	• Focus is on interdisciplinary care in a restorative care model. RAI MDS system in place for assessments, care planning and submissions to CIHI.
	Supplies/Svcs	$604	Other Govs	$10,215				• Documentation is electronic (PointClickCare, Point of Care, and medication administration).
	Allocation	$0	Int Recovery	$0	L	1		• Behaviour Support through Behaviour Support Ontario (BSO) initiative. The WWLHIN model is to support BSO Teams developing expertise in managing behaviours in each Home.
	Capital	$0	Property Tax	$4,187				
	Grants	$0						• Annually provide placements for more than 200 students providing 1715 service hours (students include pharmacy, medical, PSW, RPN, RN, recreation and others).
	Total	**$14,402**	**Total**	**$14,402**				• Contracted services include pharmacy care, physiotherapy, occupational therapy, respiratory care, dental, and optometry and hearing assessments.
								• Five Physicians provide care weekly for residents and as needed on an on call system. The Professional Advisory Committee is active.
								• End of life care is supported through a Palliative Care Team and specially trained volunteers as support.

Long Term Care

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Nutritional Care

Under the LTCHA, 2007, nutritional care is provided to residents

Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs
Compensation	$2,758	User Fees	$415	A	E	41.9
Supplies/Svcs	$1,521	Other Govs	$762			
Allocation	$0	Int Recovery	$0	L	1	
Capital	$0	Property Tax	$3,102			
Grants	$0					
Total	**$4,279**	**Total**	**$4,279**			

Notes:
- Meals are prepared in main kitchen in house.
- Decentralized food service model with a main kitchen and 5 kitchenettes - each kitchenette serves 2 home areas – total 10 dining rooms.
- Prepares meals for loaves and fishes (community congregate dining), supportive housing, kw seniors, community Alzheimer service, catering events – café services – including resident/café/other 1,000 meals daily.
- Café is open to the public.
- Full time dietitian provides nutritional care.

Therapy Services

Under the LTCHA, 2007, therapy services are provided to residents.

Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs
Compensation	$1,133	User Fees	$0	S	E	13.5
Supplies/Svcs	$453	Other Govs	$1,375			
Allocation	$0	Int Recovery	$0	L	1	
Capital	$0	Property Tax	$211			
Grants	$0					
Total	**$1,586**	**Total**	**$1,586**			

Notes:
- Services provided include recreation therapy, music therapy, and restorative care.
- Physiotherapy and Occupational Therapy are provided through contract with Achieva Health.
- Social workers provide admission support and clinical social work.
- Volunteers assist with group programming, fundraising and one to one activity, totaling 19,491 hours in the past year.
- Volunteers also operate a Tuck Shop and Gift Shop.
- A full time chaplain provides spiritual and end-of-life care.
- An Interdisciplinary Client Safety Committee oversees restraint use reduction, bed entrapment, falls, and other safety issues.
- Ethics committee has a standardized method to lead discussions on ethical issues.

Community Based Care

Program
Social Support

Department
Community Services

Service Type
External

Budget ($,000s)	
Compensation	$3,062
Supplies & Services	$1,222
Grants & Pmts	$0
Capital	$173
Allocations	$463
Total Costs	**$4,920**
User Fees	$598
Other Gov	$4,095
Int Recoveries	$0
Property Taxes	$227
Total Revenues	**$4,920**
FTEs	**40.5**

Service Description

Services are geared toward enhancing the dignity, independence, and wellness of older adults living in the community. Services include Community Alzheimer Day services in two locations, Overnight Respite Stay, Supported Living, Homemakers and Nurses Services, and the Sunnyside Wellness Centre.

Services are caring, collaborative, and highly connected to the needs of the community.

Performance

The Community Alzheimer Day services, Supportive Housing, and the Overnight Stay service are LHIN funded services that meet a unique need within the Waterloo Region. Accountability and performance objectives are established by the Waterloo Wellington Local Health Integration Network (WWLHIN) and is reported three times annually. Service targets are consistently achieved for these services. These services are currently waitlisted.
The Homemakers and Nurses service is a cost recovery service funded by the Ministry of Health and Long Term Care. Performance is monitored by the Ministry and reported annually. This service is currently waitlisted.
The Wellness Centre is currently operating at break-even.

FIR Comparison

Legend: Assistance to Aged/Capita — Net Ass Aged/Cap — % Net Ass Aged
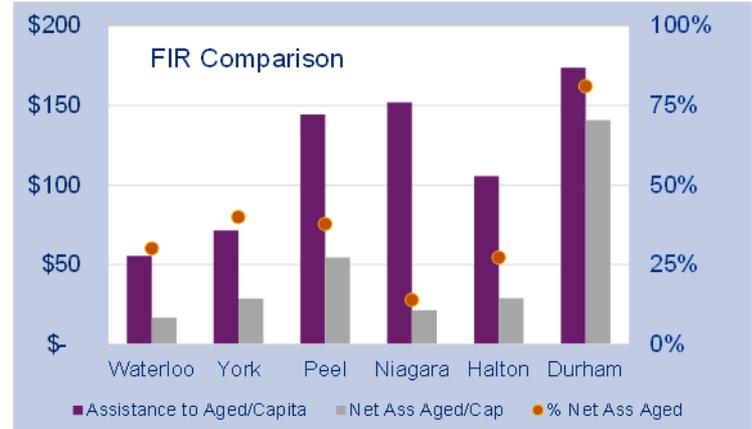
Rationale For Service Level Assessment & Service Type

Community Based Care services are discretionary, established by the RoW to respond to local needs. Most of the services are largely funded by other governments, with small RoW contributions,

The Service levels are above standard as many municipalities do not provide these services.

- The current landscape of healthcare requires an efficient and integrated approach to care for seniors that focuses on supporting older adults to age at home. Seniors' Services have modelled what other municipalities have done throughout the province by attaching community services to a LTC Home. This approach supports a continuum of care to be established and supports a collaborative and integrated approach to healthcare in the community

- The Community services delivered by the Region meet the needs of the most vulnerable and complex older adults.

Community Based Care

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Homemaker and Nurses Services Provides in-home homemaking services to individuals with limited financial resources who need support to remain independent in their home. Services may include light housekeeping, meal planning and preparation, laundry, and grocery shopping.	Compensation Supplies/Svcs Allocation Capital Grants **Total**	$102 606 1 1 0 **$710**	User Fees Other Govs Int Recovery Property Tax **Total**	$0 495 0 215 0 **$710**	**S+** **M**	**E** **4**	1.0	• Service Coordinator supports a caseload of approximately 220 clients annually. • Brokered services are provided through contracted agencies and are assessed annually. • Supports housing stability for vulnerable low income adults, families and seniors. • Currently 170 people waitlisted for service. • Partner with Waterloo Regional Homes for Mental Health to provide specialized supports. • Operates under Homemakers and Nurses Services Act 1990.
Wellness Centre Services include professionally supervised exercise for older adults. The Centre is equipped with state-of-the-art exercise equipment designed for older adults. Massage Therapy, physiotherapy (government funded physio), dental hygiene, and memory clinics are available.	Compensation Supplies/Svcs Allocation Capital Grants **Total**	$0 6 1 0 0 **$7**	User Fees Other Govs Int Recovery Property Tax **Total**	$16 0 0 (9) **0** **$7**	**S+** **FA**	**E** **4**	0	• Achieva Health is contracted to manage and operate the Centre. • Over 350 community members are served annually through service delivery or through fitness membership. • Funded in December 2014 to provide publically funded physiotherapy. • Centre offers space to partners to provide specialized services such as a geriatric clinic, memory screening clinic, and primary care consultation. • The Foundation funded the creation of the Wellness Centre.

Community Based Care

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Supported Living Provision of support for people who are able to live independently with a small amount of help. All tenants receive a service package to meet their specific needs. One meal per day is provided in the dining room. This service is in partnership with Waterloo Regional Homes for Mental Health.	Compensation	$718	User Fees	$281	**S+**	**E**	10.6	• 32 tenants are supported annually providing 10,950 days of service to older adults identified as frail, at risk, or with complex mental health. 13 units are subleased to Waterloo Regional Homes for Mental Health. • All tenants are low income and receive rent subsidy. • Seniors' Services acts as both the landlord and the service provider. • The CCAC assesses for service eligibility and maintains a waitlist. • Current waitlist has approximately 85 people with an expected wait of 3 – 5 years. • Provide night support and recreational programming in partnership with CCAC for neighbours living in community housing. • Participants are assessed using a provincially mandated tool, the RAI-CHA (a community assessment tool). Eligibility criteria for these services tailors service to participants who score as being at risk or very high risk for an adverse event.
	Supplies/Svcs	111	Other Govs	917				
	Allocation	227	Int Recovery	0	**FA**	**4**		
	Capital	159	Property Tax	17				
	Grants	0						
	Total	**$1,215**	**Total**	**$1,215**				

Community Based Care

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

| **Subservice Name & Description**	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Community Alzheimer Offers a variety of services to meet the needs of persons with Alzheimer's disease and other forms of dementia and their families. Includes day services, dinner services, and overnight stay services. Provides care and therapeutic programming.	Compensation	$2,242	User Fees	$301	**S+**	**E**	28.9	• Over 420 community members are served annually through day and respite services, providing over 12,000 units of support. • There are 2 service sites (Kitchener and Cambridge). A third site (Waterloo) has been funded by WWLHIN and is scheduled to open by the Winter of 2015. • Sole provider of Alzheimer Day Service in Waterloo Region. Participants are assessed using a provincially mandated tool, the RAI-CHA (a community assessment tool). Eligibility criteria for these services tailors service to participants who score as being at risk or very high risk for an adverse event. • Specialized day services are provided for community members with dementia. Staff has expertise in supportive responsive behaviours. • Participants receive a hot meal, recreational programming, and personal support. • CCAC assesses for service eligibility and maintains a waitlist.
	Supplies/Svcs	$499	Other Govs	$2,683				
	Allocation	$234	Int Recovery	$0	**FA**	**4**		
	Capital	$13	Property Tax	$4				
	Grants	$0						
	Total	**$2,988**	**Total**	**$2,988**				

Housing and Homelessness System Management

Program
Social Support

Department
Community Services

Service Type
External

Budget ($,000s)

Compensation	$1,737
Supplies & Services	$208
Grants & Pmts	$24,600
Capital	$0
Allocations	$630
Total Costs	**$27,175**
User Fees	$0
Other Gov	$5,606
Int Recoveries	$0
Property Taxes	$21,569
Total Revenues	**$27,175**
FTEs	17.15

Service Description

Legally mandated role to plan, fund, and coordinate services relating to homelessness and housing. Manage contracts with agencies delivering homelessness and housing services in order to maximize performance and minimize risks. Provide services to people experiencing or at risk of homelessness, find them appropriate housing and ensure they receive the required supports to maintain housing, and ensure there are a range of affordable housing options.

Performance

OMBI reports that the number of social housing units per 1,000 households is declining as population growth continues to exceed new housing production. In the RoW the rate has fallen from 43 in 2011 (then the average) to just 40 in 2013 (the average was 41). As a result only 18% of households on the waiting list were housed in 2013 (22% in 2011). The costs of providing a subsidized unit has remained stable over the three years at about $5,679, compared to an average of $5,551 in OMBI cities. OMBI reports the RoW cost of providing a shelter bed for a night is lower ($52) than average ($55), although the average is pushed up by very high costs in Toronto, York and Windsor. However, the RoW has very few shelter beds (33 per 100,000 population verses 43 on average), which contributes to a severe shortage, with average occupancy at 120% of the number of beds available, compared with 90% on average. The average stay in RoW is longer at 12.7 days than average (11.5), a problem that is particularly severe amongst families (41.3 days in RoW vs. an average of 34.8). This suggests permanent housing options are more limited in RoW.

OMBI Comparison - Total Social Housing Costs / Capita
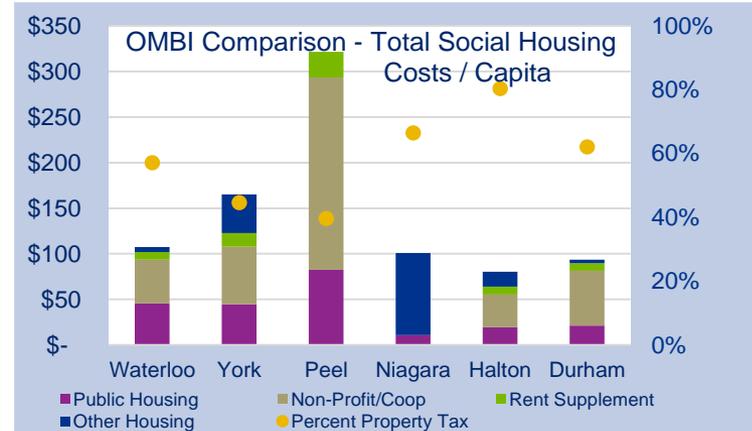
Rationale For Service Level Assessment & Service Type

- The Service Manager function for housing and homelessness is mandated through provincial legislation (Housing Services Act), as is the operation of a central waiting list and the continued financial support of social housing

- The Community Entity role for 100% federal Homelessness Partnering Strategy funding is a decision made by the community, and the initiatives to create new social housing are discretionary.

- The service level is generally standard, but higher than standard in terms of the number of new affordable housing units created.

- Region of Waterloo has a CMHC award winning Affordable Housing Strategy that has helped create more than 2,062 affordable housing units since 2001 as of the end of May 2014.

Housing and Homelessness System Management

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Service System Management Housing and Homelessness System Service Manager role - develop and implement a Housing & Homelessness 10-Year Plan and Affordable Housing Strategy, collaboratively with community partners, to promote housing stability. These initiatives include housing loss prevention and support to find, establish, and retain housing, as well as maintain and improve housing options. The service further delivers the Investment in Affordable Housing (IAH), Consolidated Homelessness Prevention Initiative (CHPI), Homelessness Partnering Strategy (HPS), Waterloo Region Energy Assistance Programs (WREAP) on behalf of federal or provincial government, administers the Community Review System, and maintains data collection systems such as HIFIS.	Compensation	$814	User Fees	$0	S	E	7.15	• The Housing and Homelessness 10-Year Plan brings together the Region's Community Action Plan for Housing and the Homelessness to Housing Stability Strategy (2014 – 2024). • The Affordable Housing Strategy is the Region's short-term strategy to set targets to address housing needs for low to moderate income households, which helps give direction for any potential funding from senior levels of government and other sources (such as the Investment in Affordable Housing (IAH) funding). • CHPI is 100% provincial funding for emergency shelters, supportive housing, Lutherwood Housing Services and Family Shelter Diversion, Discretionary Benefits (Waterloo Region Energy Assistance Program – WREAP – and rental arrears). CHPI is a component of the HSA 2011 , informed by the LTAHS, requiring Service Managers to create comprehensive 10 year plans for housing and homelessness, which were approved by Council in 2012. Ending homelessness with support through CHPI is now a key component of the Provinces' Poverty Reduction Strategy. • The 100% federal HPS funds our award winning STEP Home service as well as our only Aboriginal specific project.
	Supplies/Svcs	$94	Other Govs	$105				
	Allocation	$612	Int Recovery	$0	L	1		
	Capital	$0	Property Tax	$1,416				
	Grants	$0						
	Total	**$1,520**	**Total**	**$1,520**				

Housing and Homelessness System Management

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

| Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Wait list Management Manage the Community Housing Wait List, assess eligibility according to HSA 2011, communicate with housing providers, provide RGI expertise, education/training, and manage Provincial and local priorities, and set policies and procedures.	Comp	$532	User Fees	$0	S	E	6.25	• There were 3,287 households on the Community Housing Wait List as of Dec 2013, with 56% of the applicants looking for one-bedroom units (seniors and single/couple non-seniors). The remaining 44% are looking for units with two or more bedrooms (families) • The average wait time is shorter for seniors (2+ years) and longer for single/couple non-seniors (6+ years), with families waiting an average of 3+ years • 649 households on the Wait List were housed in 2013; 162 of these were Special Priority(SPP), with another 149 housed under local priorities. (primarily Urgent Status – Homelessness). The number housed has steadily declined over the years, due to lower turnover rates
	Supplies/Svcs	$108	Other Govs	$0				
	Allocation	$10	Int Recovery	$0	L	1		
	Capital	$0	Property Tax	**$650**				
	Grants	$0						
	Total	**$650**	**Total**	**$650**				
Housing Administration Oversee activities of Non-Profit / Co-operative Community Housing Providers, provide subsidies, ensure compliance with the Housing Services Act, and administer Affordable Housing Strategy new supply agreements.	Comp	$391	User Fees	$0	S+	E	3.75	• Administration of transferred Community Housing is legislated as part of maintaining Service Level Standards. In Waterloo Region, our SLS is 5882 Rent-Geared-to-Income (RGI) units (includes 656 Rent Supplement and Federal subsidized units). • However the administration of AHS new supply is a result of Council decisions to help create new rental housing, which needs to have ongoing administration/monitoring, as per 20 year agreements. The AHS added 343 Rent Supplement (RGI) units to our original RGI units so we now exceed SLS. • 4,621 units, 46 NP/Co-ops (2013) with 2,668 RGI units, plus 2,558 Waterloo Region Housing RGI units (prior to merging the 132 previous ROWCHI and adding 32 AHP units)
	Supplies/Svcs	$6	Other Govs	$5,501				
	Allocation	$8	Int Recovery	$0	L	1 / 4		
	Capital	$0	Property Tax	$19,504				
	Grants	$24,600						
	Total	**$25,005**	**Total**	**$25,005**				

Homelessness

KPMG

Program

Social Support

Department

Community Services

Service Type

External

Budget ($,000s)

Compensation	$757
Supplies & Services	$131
Grants & Pmts	$11,174
Capital	$0
Allocations	$22
Total Costs	**$12,084**
User Fees	$0
Other Gov	$10,280
Int Recoveries	$0
Property Taxes	$1,804
Total Revenues	**$12,085**
FTEs	7.10

Service Description

Services are delivered through community agencies directly to individuals and families who are experiencing and/or at risk of homelessness through prevention and outreach services, emergency shelter options and supportive housing.

OMBI Comparison - Total Social Housing Costs / Capita

Performance

In the 2011-2013 Progress report released in November 2013, 90% of the 40 action areas had significant or moderate progress, and the target to support 500 people experiencing persistent homelessness transition to permanent housing by the end of 2013 was exceeded.
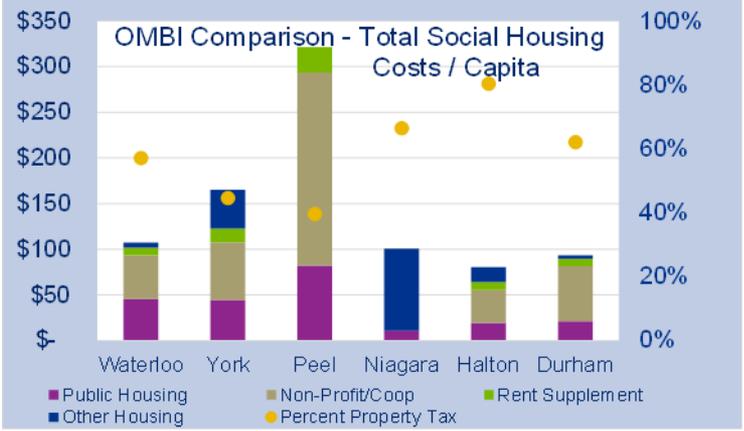
Rationale For Service Level Assessment & Service Type

- The Service Manager function for homelessness is mandated through provincial legislation (Housing Services Act).

- CHPI is a component of the HSA 2011, informed by the LTAHS, requiring Service Managers to create comprehensive 10 year plans for housing and homelessness, which were approved by Council in 2012. Ending homelessness with support through CHPI is now a key component of the Provinces' Poverty Reduction Strategy.

- The Homelessness to Housing Stability Strategy provides the Policy Framework and Action Framework for ending homelessness. The Strategy was updated in 2012, and includes 40 action areas and over 200 activities, as well as a target to support 500 people experiencing persistent homelessness to permanent housing by the end of 2013.

- The Strategy forms part of the Region's 10-year Housing and Homelessness Plan.

Homelessness Services

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Emergency Shelter Fund short-term housing provided by community agencies for those experiencing homelessness including beds, meals, other essentials, and supports.	Compensation	$197	User Fees	$0	**S**	**E**	2.00	• Region of Waterloo has been focusing on creating housing options for those experiencing chronic homelessness and had a robust Out of the Cold service in 2013, resulting in a reduced reliance on shelter beds. As of 2014, Out of the Cold has reduced their services. There are more beds being required through the formal shelter services and a temporary service created during this transition time. • The Family Diversion Pilot was implemented in 2014 and significantly reduced the number of families in shelter. • 93,274 emergency shelter bed nights (2013)/ • 3,492 people served by emergency shelters (2013).
	Supplies/Svcs	$40	Other Govs	$4,581				
	Allocation	$5	Int Recovery	$0	**FA**	**1**		
	Capital	$0	Property Tax	$326				
	Grants	$4,665						
	Total	**$4,907**	**Total**	**$4,907**				
Supportive Housing Fund housing with support services provided by community agencies for individuals needing supports to maintain their housing. Included both housing with on-site supports and supports to scattered site housing through initiatives such as STEP HOME that supports "housing first" models for those who experience persistent homelessness. Would also include any time-limited services.	Comp	$210	User Fees	$0	**S**	**E**	1.75	• From 2008 – 2013, STEP Home supported 521 people experiencing persistent homelessness to move to permanent housing, exceeding the updated target of 500 endorsed by Regional Council in 2012.
	Supplies/Svcs	$32	Other Govs	$2,890				
	Allocation	$6	Int Recovery	$0	**FA**	**1**		
	Capital	$0	Property Tax	$895				
	Grants	$3,537						
	Total	**$3,785**	**Total**	**$3,785**				

Homelessness Services

	Sub-Services						

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Homelessness Prevention Fund services through community agencies that help support tenants/residents to find and/or maintain housing such housing help services, loans/grants for rent and/or arrears, and energy assistance services.	Compensation	$157	User Fees	$0	**S**	**E**	1.50	• Provided $554,850 to households needing energy assistance in 2014 (as of Oct 31/14), anticipating another $50,000 by year-end, through a number of services.
	Supplies/Svcs	$27	Other Govs	$1.356				
	Allocation	$5	Int Recovery	$0	**FA**	**1**		
	Capital	$0	Property Tax	$316				
	Grants	$1,483		$0				
	Total	**$1,672**	**Total**	**$1,672**				
Homelessness Outreach Fund direct support services through community agencies that assist persons who are homeless, (through fixed site drop-ins and/or mobile street outreach), to help them connect with resources, survive, obtain shelter, and/or help move from shelter into short-term or long-term housing.	Compensation	$193	User Fees	$0	**S**	**E**	1.85	• Registry week 2014 conducted short surveys with more than 300 individuals experiencing homelessness, obtaining information about their health needs and risks.
	Supplies/Svcs	$32	Other Govs	$1,453				
	Allocation	$6	Int Recovery	$0	**FA**	**1**		
	Capital	$0	Property Tax	$267				
	Grants	$1,489		$0				
	Total	**$1,720**	**Total**	**$1,720**				

Waterloo Regional Housing

Program

Social Support

Department

Community Services

Service Type

External

Budget ($,000s)

Compensation	$2,443
Supplies & Services	$2,994
Grants & Pmts	$0
Capital	$493
Allocations	$17,215
Total Costs	**$23,145**
User Fees	$13,349
Other Gov	$2,406
Int Recoveries	$41
Property Taxes	$7,349
Total Revenues	**$23,145**
FTEs	26.4

Service Description

Waterloo Regional Housing provides 2722 units of housing to families, seniors, and couples/single adults (approx. 7500 household members) in a variety of housing forms including townhouses, apartments, single, and semi-detached dwellings in 62 sites across the Region of Waterloo. Most of the housing is available on a rent-geared-to-income basis, however some sites offer market rent units as well.

Waterloo Regional Housing is owned and operated by the Region of Waterloo.

OMBI Comparison - Total Social Housing Costs / Capita

Performance

Region of Waterloo Housing Data
- Rent arrears average 6.1% in 2013, 5.7% by Oct 2014. Industry norms are 5% or less.
- Unit turnover average 11.9% in 2013, 12.2% for 2014.
- Enforced evictions 9 in 2013, 12 by Oct 2014.

Rationale For Service Level Assessment & Service Type

- The WRH review of 2007-2010 resulted in a number of changes including positions and responsibilities, staff reductions, and electronic efficiencies.

- First Municipally-owned Community Housing provider to have a Smoke-free Policy, which took effect April 1, 2010. As of December 31, 2014, 47.7% or 1,299 units out of a total of 2,722 units are "smoke-free."

- It is difficult to balance our focus on eviction prevention (which can lead to arrears) with keeping arrears below the 5% target.

Waterloo Regional Housing

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Management & Administration Provide proper management as a Community Housing Provider overseeing staff, applicants and tenants, and physical assets, develop policies/procedure, and ensure good quality housing is provided, collect rent and other payments, accounts payable and Purchase Order management, and collecting required documentation to comply with the HSA, 2011.	Compensation	$757	User Fees	$0	S	E	7.4	• Part of legislated requirements to maintain Service Level Standards as a result of the transfer of housing from Provincial to Municipal Service Managers. • The WRH Review blended the management roles of Property Management and Tenant Placement services (which were previously separated roles) and created two Operational Supervisor positions covering the full portfolio with these blended roles.
	Supplies/Svcs	$141	Other Govs	$0				
	Allocation	$20	Int Recovery	$41	L	1		
	Capital	$0	Property Tax	$877				
	Grants	$0		$0				
	Total	**$918**	**Total**	**$918**				
Maintenance and Asset Management Building maintenance in coordination with Corporate Services/Facilities, including long term capital planning and lifecycle improvements, respond to tenant maintenance requests, and create purchase orders for needed work.	Compensation	$492	User Fees	$0	S	E	5	• This is a shared responsibility with Corporate Services/Facilities, where the WRH staff provide the front end connection with tenants. • Facilities responds to the maintenance requests and acts on the long-term capital planning. • 10,750 work orders issued to WRH contractors and Facilities staff in 2014.
	Supplies/Svcs	$2,502	Other Govs	$2,406				
	Allocation	$17,158	Int Recovery	$0	L	1		
	Capital	$493	Property Tax	$18,239				
	Grants	$0		$0				
	Total	**$20,645**	**Total**	**$20,645**				

Waterloo Regional Housing

KPMG

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Tenant Management Fill vacant units through a wait list, assess eligibility, complete lease process, work with tenants to maintain their tenancy via rent payments, calculate rent initially and whenever income changes, conduct annual income reviews, regular communication, manage tenant issues and answer questions in regards to their tenancy, and ensure compliance with HSA 2011.	Compensation $842 Supplies/Svcs $234 Allocation $26 Capital $0 Grants $0 **Total $1,102**		User Fees $13,349 Other Govs $0 Int Recovery $0 Property Tax ($12,247) **Total $1,102**		S L	E 1	10.0	• Staff make every effort to prevent an enforced eviction due to rent collection issues. Evictions are costly to the health and well-being of our tenants and costly in terms of staff time and budgeted resources. Accordingly, there is an ongoing balance between revenue collection and working with tenants to prevent evictions, and these efforts continue to be successful • 263 unit turnovers as of Sept 2014, includes 54 internal transfers • Most of these units (108) are senior one-bedroom units
Community Development Promote and establish partnerships to enhance the quality of life for WRH tenants, provide necessary information and referral to support services to ensure tenants maintain their tenancy, and facilitate opportunities for tenants to build capacity to deal with personal and neighbourhood issues.	Compensation $352 Supplies/Svcs $117 Allocation $11 Capital Grants $0 **Total $480**		User Fees $0 Other Govs $0 Int Recovery $0 Property Tax $480 **Total $480**		S IS	E 4	4.0	• Creates inclusive, safe communities and improves wellbeing of tenants • Provide a full range of community support and development services including: celebrations (official openings/anniversaries), information sessions (fire safety), community barbeques, activities (gardening), youth engagement, and promoting healthy lifestyles

Service Profile
Housing

Program

Social Support

Department

Community Services

Service Type

External

Budget ($,000s)

Compensation	$532
Supplies & Services	$59
Grants & Pmts	$4,778
Capital	$0
Allocations	$155
Total Costs	**$5,524**
User Fees	$0
Other Gov	$2,158
Int Recoveries	$0
Property Taxes	$3,366
Total Revenues	**$5,524**
FTEs	5.75

Service Description

Services are delivered directly to low to moderate income individuals/households to make rental housing affordable through rent assistance options, to repair or purchase a home, and create new rental supply.

Performance

Service performance is identified under each service area.

OMBI Comparison - Total Social Housing Costs / Capita

Public Housing, Non-Profit/Coop, Rent Supplement, Other Housing, Percent Property Tax

Waterloo, York, Peel, Niagara, Halton, Durham
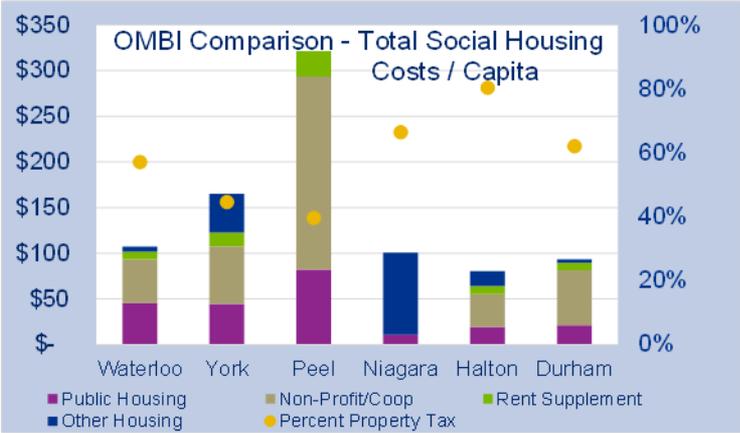
Rationale For Service Level Assessment & Service Type

- Providing rent supplement units is required under the Housing Services Act (unless they are replaced with other Rent Geared to Income units).

- The other Housing Services are discretionary. Funding from senior levels of government are allocated to various services, according to the most recent short-term Affordable Housing Strategy (AHS) (2014- 2019) and the long-term Housing and Homelessness Plan (2014 – 2024).

- Current funding comes through the Investment in Affordable Housing (IAH) Extension 2014- 2010, which is cost-shared by the federal and provincial governments.

- Council approved the allocations of these investments through the Program Delivery Fiscal Plan (PDFP), which outlines how much funding goes into components such as: Ontario Renovates, rent assistance services, Affordable Homeownership and new rental supply.

Housing

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Ontario Renovates Supplies forgivable loans and grants to low-income homeowners for essential repairs and accessibility modifications to their home, including assessing household income, home value, and the work required through a home inspection, legal agreements, annual monitoring, and documentation.	Compensation	$46	User Fees	$0	**S**	**E**	.0.50	• Since 2012, helped 86 households, including 12 accessibility modifications (as of May 2014). • The Program Delivery and Fiscal Plan 2014-2019 includes over $2 M for capital loans of up to $50,000 for approx. 210 households.
	Supplies/Svcs	$7	Other Govs	$37				
	Allocation	$50	Int Recovery	$0	**M**	**3**		
	Capital	$0	Property Tax	$103				
	Grants	$37						
	Total	**$140**	**Total**	**$140**				
Rent Supplement / Housing Assistance Provides a rent assistance subsidy for individuals on the Community Housing Wait List toward housing in the private market or in Community Housing market units; assesses eligibility and manages funding agreements and documentation with landlords or agencies that administer the rent funding; fills vacancies including any Below Average Market Rent Units (BAMRs), according to agreements with Affordable Housing Strategy new supply providers; and handles referrals through community agencies.	Compensation	$377	User Fees	$0	**S**	**E**	4.25	• 791 RGI Rent Supplement units. Some of these are part of Service Level Standards, some are part of an agreement to add more provincial RS for certain groups (Strong Communities RS), and 40 were created/funding by Region of Waterloo. • 207 Below Average Market Rents (BAMRs) from new rental supply initiatives to administer. • Administers Temporary Housing Assistance With Supports (THAWS) – 15 units of rent assistance and Housing Assistance with Supports (HAWS) – up to 40 units of rent assistance being created in 2015. The Program Delivery and Fiscal Plan 2014-2019 included $3.8 M for housing assistance services providing rent assistant for about 100 households over a 10-year period.
	Supplies/Svcs	$39	Other Govs	$2,121				
	Allocation	$5	Int Recovery	$0	**M**	**1**		
	Capital	$0	Property Tax	$2,981				
	Grants	$4.681						
	Total	**$5,102**	**Total**	**$5,102**				

				Service Level & Source	Service Type	FTEs	
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**				**Notes**
Home Ownership Responsible for the administration of the service, which supplies up to 5% of a down payment for a home as a forgivable loan after 20 years to low-moderate income home buyers, including determining initial and ongoing eligibility, maintaining a revolving loan fund, and managing all legal agreements and documentation.	Compensation $26		User Fees $0	S	E	0.25	• 310 down payment loans (as of May 2014). • The Program Delivery and Fiscal Plan 2014-2019 identifies $500,000 to be added to the revolving loan fund to provide down payment loans to approximately 100 households.
	Supplies/Svcs $3		Other Govs $0				
	Allocation $25		Int Recovery $0	M	4		
	Capital $0		Property Tax $54				
	Grants $0						
	Total $54		**Total $54**				
Affordable Housing Development Administers EOIs for the development of new rental supply housing developments, works with proponents through all stages to ensure the development meet local needs and standards, completes documentation, and monitors compliance to agreements signed between federal, provincial, and municipal governments.	Compensation $83		User Fees $0	S	E	0.75	• 1409 new rental units created since 2001 (as of May 2014). • The Investment in Affordable Housing (IAH) extension 2014-2020 allocation for Waterloo Region is $24.8 million across 6 years. • The Program Delivery and Fiscal Plan 2014-2019 identifies approx. $17 M for new rental supply at an average capital loan of about $100,000 per unit. The proponents agrees to provide 40% of units at 60% of Average Market Rent for 20+ years.
	Supplies/Svcs $10		Other Govs $0				
	Allocation $75		Int Recovery $0	M	4		
	Capital $0		Property Tax $228				
	Grants $60						
	Total $228		**Total $228**				

Header spanning row: **Sub-Services**

Service Profiles

Department: Corporate Services

1. Departmental Management & Support
2. Financial Management
3. Information Technology
4. Supply
5. Facilities Management
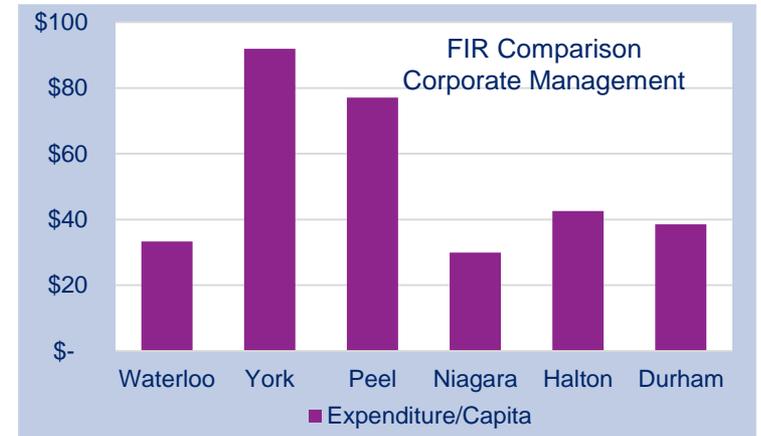6. Voice Radio
7. Fleet Management
8. Risk Management

Departmental Management & Support

Program

Corporate

Department

Corporate Services

Service Type

Internal

Budget ($,000s)

Compensation	$341
Supplies & Services	$26
Grants & Pmts	$0
Capital	$4
Allocations	$15
Total Costs	**$386**
User Fees	$0
Other Gov	$25
Int Recoveries	$46
Property Taxes	$315
Total Revenues	**$386**
FTEs	2.0

Service Description

The Commissioner of Corporate Services/Chief Financial Officer leads and oversees all services and sub-services delivered by the Corporate Services Department. The Commissioner fulfills corporate responsibilities as part of the Corporate Leadership Team.

Performance

Responsibilities include:
- Recommending departmental and corporate policies, strategies and services to regional council
- Promoting long term corporate financial sustainability and the provision of effective and efficient internal financial, information technology, and facility/fleet management services
- Overseeing the implementation of Council decisions
- Developing and fostering strategic relationships, both internally (Council and staff) and externally (senior levels of government, other municipalities, community contacts, financial services/institutions, rating agencies, etc.)

FIR Comparison Corporate Management

FIR Comparison Corporate Management bar chart, Expenditure/Capita for Waterloo, York, Peel, Niagara, Halton, Durham.

Rationale For Service Level Assessment & Service Type

- Service consists of Commissioner and Executive Assistant.
- This is an Internal service, directing and supporting the units within Corporate Services.

KPMG

Program	
Corporate	

Department	
Corporate Services	

Service Type	
Internal	

Budget ($,000s)

Compensation	$6,087
Supplies & Services	$886
Grants & Pmts	$0
Capital	$50
Allocations	$149
Total Costs	**$7,172**
User Fees	$250
Other Gov	$1,686
Int Recoveries	$1,321
Property Taxes	$3,915
Total Revenues	**$7,172**
FTEs	63.4

Service Description

Financial Management Services ensures that the Region's finances are managed in accordance with legislative and contractual requirements, and provides advice to Council, Committees and management. Provides budget, financial planning, accounting, treasury, payroll and financial reporting support to all Regional Divisions.

Performance

OMBI reports RoW:

- Is relatively inexpensive in paying invoices ($3.77 vs. $7.20 average).

- Is relatively inexpensive in issuing and collecting bills at $11.28 vs. an average of $18.68. Collections are also prompter than most, at 28 days vs. 45 days.

- Receives a high rate of return on its investment portfolio, with a 3.09% return in 2013 compared to a municipal average of 2.52%.

- Payroll staff process slightly more than average payroll payments (24,981 per FTE compared to 23,216 average) however costs per payment are still slightly higher than average ($4.67 vs. $4.39).

FIR Comparison

Chart (Prog Supt/Capita): Waterloo, York, Peel, Niagara, Halton, Durham

Rationale For Service Level Assessment & Service Type

- Services are centralized and provided to all Regional departments and services.

- Legislative and regulatory requirements are set out in:
  - Municipal Act
  - Assessment Act
  - Development Charges Act
  - Public Sector Accounting Board requirements
  - Canada Revenue Agency directives.

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	Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Financial Planning, Budget, and Performance Management Coordination of corporate budget preparation and analysis, performance measurement, debt and reserve forecasting. Financial plans including Development financing through DC by-law development, and infrastructure financing plans to meet infrastructure needs. Client support to all departments.	Compensation $2,042 Supplies/Svcs $223 Allocation $39 Capital $30 Grants $0 **Total $2,334**		User Fees $29 Other Govs $538 Int Recovery $289 Property Tax $1,478 **Total $2,334**		**S** **M**	**I**	20.6	• Team of financial analysts provide budget preparation and analysis, financial planning/analysis/advice and accounting and financial reporting services for all Divisions and Departments. • Annual operating budget and 10 year capital plan. • Long term financing planning. • Reserve and reserve fund planning. Key issues: • Financial planning for infrastructure investments, both new and renewal, especially DC funded projects which include recoveries extending up to 20 years. • Developing budget, debt and reserve policies and projection scenarios to support longer term capital and operating budget planning.
Payroll Processes payroll for all regional employees and elected officials. Also responsible for all payroll related remittances, T4's and Records of Employment , OMERS broken service and annual reporting .	Compensation $580 Supplies/Svcs $32 Allocation $18 Capital $5 Grants $0 **Total $635**		User Fees $15 Other Govs $23 Int Recovery $37 Property Tax $560 **Total $635**		**S** **L/M**	**I**	6.1	• Payroll processes pays for 11 union groups, each with its own collective agreement, and for non-union staff/elected officials. • 1 group paid weekly and 11 groups paid bi-weekly. • 130,000 regular payments were issued to Regional and Police employees in 2014. • All regular employee payments processed by direct deposit and manual payments are transitioning to direct deposit. • 5,082 T4s issued for 2014.

Financial Management

Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

| **Subservice Name & Description**	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Transactions and Reporting Corporate accounting and financial reporting including issuance of invoices and account collection, payment of accounts, annual financial statements, audit, monthly financial reporting to senior management and periodic financial reporting to Council. Administers Development Charge By-law. Client support to all Departments.	Compensation	$3,002	User Fees	$138	S M	I	31.6	• Team of financial analysts provide budget preparation and analysis, financial planning/analysis/advice and accounting and financial reporting services for all Divisions and all Departments. • Process financial transactions – 176,000 A/P invoices and 52,000 payments, 55,000 A/R invoices and collection • Develop, recommend and implement corporate financial policies. • Development charge certification of all development transactions to area municipalities for collections totaling $50 million (2014) and $75 million (projected 2015). • Tangible capital asset policy and reporting for >$6 billion in TCA. • Key issues :Improve/upgrade corporate financial information systems to support better decision making and to remain efficient and current.
	Supplies/Svcs	$607	Other Govs	$1,014				
	Allocation	$77	Int Recovery	$818				
	Capital	$12	Property Tax	$1,728				
	Grants	$0						
	Total	**$3,698**	**Total**	**$3,698**				
Treasury Corporate cash management and cash flow forecasting, short and long term investment management, and banking services. Responsible for debenture issue and payments (principal and interest) on all regional debt, as well as Sinking Fund management.	Compensation	$464	User Fees	$69	S L/M	I	5.1	• Includes debt, investments and banking services. • The cash and investment portfolio totals $350 million and debt outstanding at year end 2014 is $502 million. • The Region has maintained an Aaa credit rating from Moody's Investor Services since December 2000. • Key issues include maintaining a good rate of return on the investment portfolio during a sustained period of low interest rates; automating financial processes to deliver efficient and effective services.
	Supplies/Svcs	$24	Other Govs	$110				
	Allocation	$14	Int Recovery	$177				
	Capital	$4	Property Tax	$150				
	Grants	$0						
	Total	**$506**	**Total**	**$506**				

Information Technology

Program

Corporate

Department

Corporate Services

Service Type

Internal

Budget ($,000s)

Compensation	$6,685
Supplies & Services	$3,291
Grants & Pmts	$61
Capital	$480
Allocations	$96
Total Costs	**$10,613**
User Fees	$0
Other Gov	$432
Int Recoveries	$3,787
Property Taxes	$6,394
Total Revenues	**$10,613**
FTEs	62.0

Service Description

To deliver comprehensive Information Technology (IT) services and solutions that enable the Region to achieve its vision and corporate goals in an efficient and cost-effective way. The Region maintains a network of over 3,000 devices and 3,500 desk top phones/faxes, almost 400 servers, and over 260 supported applications.

OMBI Comparison IT Costs

Legend: ■ It Cost/Capita ● Total IT Expenditure

Categories: Waterloo, York, Niagara, Halton, Durham

Performance

- OMBI reports RoW has the lowest IT operating budget of the regions. The average RoW employee uses 1.13 technology devices, compared to a municipal average of .89, although York and Calgary use about 1.5 per employee.
- Point of Service Customer Survey results for 2014 resulted in an average of 80% satisfaction rating for both overall Customer Service and for Value of Service and an average of 89% satisfaction rating on customers getting what was needed from the service.
- Service Level Agreement in place, which for Sev 1 incidents is initial response in no more than 20 minutes with expected resolution not to exceed 4 hours.
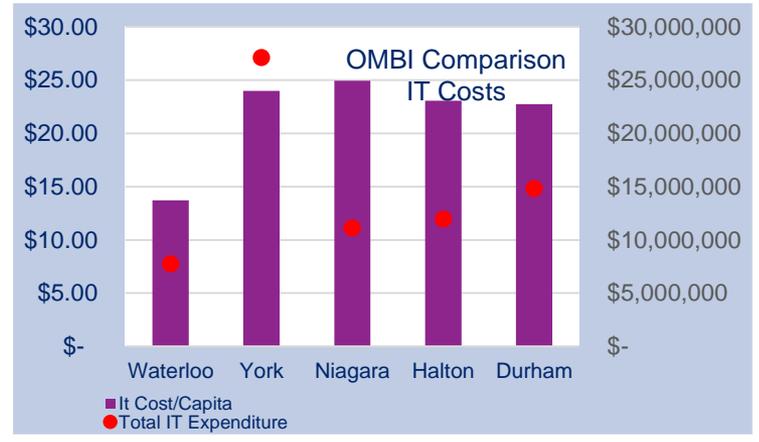
Rationale For Service Level Assessment & Service Type

- An independent review of the division was completed in 2009. Recommendations from the review have been implemented. ITS is continuing to work on sustaining these changes and improving overall service delivery.
- Currently undergoing a "Service Excellence" to look at service delivery, customer and staff feedback and efficiency of process for opportunities for improvements. This is intended to review service levels and service expectations.

KPMG

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Corporate Information & Application Services Mgmt Offers management and support for internal business applications, web and GIS application systems and data repositories.	Compensation Supplies/Svcs Allocation Capital Grants **Total**	$2,660 $740 $0 $246 $61 **$3,707**	User Fees Other Govs Int Recovery Property Tax **Total**	$0 $36 $675 $2,996 **$3,707**	**S** **IS/M**	**I**	24.0	• 99.968% critical system availability for 2014. • 260 applications, 416 database schemas . • Ability to implement projects is impacted by a focus on operations with less than 20% capacity for new projects. • New projects are being implemented, but not as quickly as desired given current FTE levels. • Additional staff approved as part of 2015 budget.
Information Security Services Offers information security management to protect the confidentiality, integrity and availability of the Region's information assets and planning the technology architecture used to deliver the Region's IT services.	Compensation Supplies/Svcs Allocation Capital Grants **Total**	$260 $326 $8 $26 $0 **$620**	User Fees Other Govs Int Recovery Property Tax **Total**	$0 $4 $329 $287 **$620**	**S** **IS/M**	**I**	2.2	• Cost and FTE refers to staff dedicated to this sub service, which is delivered in conjunction with the other IT sub services. • Over 400,000 messages blocked for expected threats (28.31 % of all mail in 2014). • Over 1700 threats directly blocked (est. value of $478,800 saved / @cost of approx. $280 per threat). • One significant breach of security in 2014 due to ransomware attack, resulting in zero loss of data and a less than 24 hour recovery timeframe.
Technology Support Services Oversees a centralized Service Desk to supply computer and technical assistance and support to Region of Waterloo staff as well as develop and maintain hardware and software standards.	Compensation Supplies/Svcs Allocation Capital Grants **Total**	$884 $893 $58 $92 $0 **$1,927**	User Fees Other Govs Int Recovery Property Tax **Total**	$0 $375 $711 $841 **$1,927**	**S** **IS/M**	**I**	8.5	• Average of 95 service requests per day (24,657 total in 2014). • 80% measured customer service satisfaction (new for 2014). • 1703 desktops, 629 laptops, 2450 users. • Avg answer time: 31 seconds. • Max hold time: 16 min. • 2.6 % call abandon rate after threshold.

Information Technology

Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Voice and Data Infrastructure Management Offering technology and infrastructure management for corporate wide data centre services, voice and data network, network topology, protocols, components and servers for record holdings	Compensation	$1,271	User Fees	$0	**S**	**I**	12.8	• Throughout 2014: zero unplanned service disruptions that breached Service Level Agreements. • 272 physical (and 260 virtual) servers, 405 network switches and routers, 276 multi-function printers. • Network and traffic growth now more about adding devices than adding users (exponential increase).
	Supplies/Svcs	$1,332	Other Govs	$17				
	Allocation	$30	Int Recovery	$1,433	**IS/M**			
	Capital	$116	Property Tax	$1,299				
	Grants	$0						
	Total	**$2,749**	**Total**	**$2,749**				
IT Planning and Project Delivery Long range planning of technical infrastructure; stewardship of corporate level strategies and priorities involving Information Technology; and IT project delivery, facilitating the effective use of technology across the corporation in the delivery of services	Compensation	$1,610	User Fees	$0			13.5	• 80 projects throughout 2014 with a total of 22800 hours worked. • Long term corporate IT planning is partially dependent on the quality and completeness of service area IT planning.
	Supplies/Svcs	$0	Other Govs	$0	**S**	**I**		
	Allocation	$0	Int Recovery	$639				
	Capital	$0	Property Tax	$971	**IS/M**			
	Grants	$0						
	Total	**$1,610**	**Total**	**$1,610**				

Supply

Program
Corporate

Department
Corporate Services

Service Type
Internal

Budget ($,000s)

Compensation	$2,069
Supplies & Services	$165
Grants & Pmts	$0
Capital	$114
Allocations	$143
Total Costs	**$2,491**
User Fees	$8
Other Gov	$81
Int Recoveries	$791
Property Taxes	$1,611
Total Revenues	**$2,491**
FTEs	25.6

Service Description

Procurement of goods and services in an open and transparent manner in order to provide excellent value to the taxpayer. Operation of internal inventory management system.

Performance

OMBI reports RoW has recently reduced the cost of its purchasing process to $4.54 per $1,000 in purchases, below the $5.38 average. It also receives an average of 5.4 bids per bid call, better than the 5.0 average, and it has a very low rate of sole source purchases (.6% of contracts over $100,000 compared to 1.9% average).

FIR Comparison

Bar chart titled "FIR Comparison" showing Prog Supt/Capita for: Waterloo ~$14, York ~$15, Peel ~$24, Niagara ~$7, Halton ~$9, Durham ~$6.
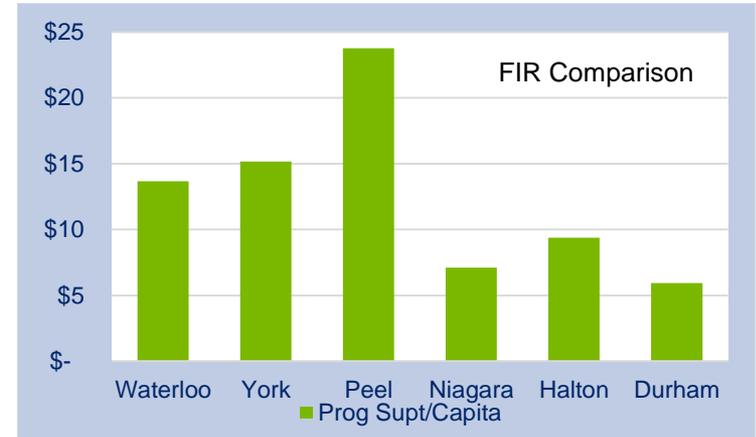
Rationale For Service Level Assessment & Service Type

- Procurement process governed by Region's Purchasing By-law and common law.

Supply

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Procurement Responsible for procuring goods and services in an open and transparent manner in order to provide excellent value to the taxpayer.	Compensation	$789	User Fees	$4	**S**	**I**		• Procurement issued over 200 Tenders, Requests for Proposals, Formal Quotations, Consultant Selections, Expressions of Interest and Pre-qualifications in 2014.
	Supplies/Svcs	$48	Other Govs	$52				
	Allocation	$23	Int Recovery	$245	**M**			
	Capital	$8	Property Tax	$567			**9.3**	• Procurement has recently transitioned to an electronic bid system.
	Grants	$0						• Key issues and priorities include adjusting to the recent certification by the Carpenter's Union and ensuring continued openness and transparency in all purchases.
	Total	**$868**	**Total**	**$868**				
Materials Management Inventory management services including purchasing, warehousing and issuing inventory items as required to support operations.	Compensation	$1,280	User Fees	$4	**S**	**I**		• Inventory management for pandemic, general, water services, fleet services and GRT inventories . Inventory value at year end of $5 million. Inventory issues during 2014 = 13,000.
	Supplies/Svcs	$116	Other Govs	$29				
	Allocation	$121	Int Recovery	$584	**M**			
	Capital	$106	Property Tax	$1,006				
	Grants	$0					**16.3**	• Fuel management at 11 sites for >12 million litres of fuel and other fluids.
	Total	**$1,623**	**Total**	**$1,623**				• Key issues: Expansion of inventory management systems and practices to additional service areas.

Facilities Management

Program
Facilities & Real Estate

Department
Corporate Services

Service Type
Internal

Budget ($,000s)

Compensation	$8,222
Supplies & Services	$29,769
Grants & Pmts	$0
Capital	$9,683
Allocations	$3,980
Total Costs	**$51,654**
User Fees	$2,082
Other Gov	$0
Int Recoveries	$41,449
Property Taxes	$8,123
Total Revenues	**$51,654**
FTEs	87.3

Service Description

Responsible for the efficient and effective management of over 800 buildings (6.6 million square feet) owned or leased by the Region. Services include facility planning, construction & renovation, operations & maintenance, property acquisition & disposal, lease negotiation, security, janitorial, grounds maintenance and energy management.

Responsible for ensuring a healthy, productive, and safe environment for client departments and patrons, while balancing customer service, asset sustainability and cost effectiveness.

Performance

OMBI reports the RoW headquarters building is slightly cheaper to operate at $9.08 per square foot than average ($13.07) and is more energy efficient, consuming 18.4 ekWh per square foot of HQ building compared to an average of 30.6 ekWh (equivalent kilowatt hours or ekWh is a unit combines electricity and natural gas consumption for a building) .

The Region's Emergency Medical Service (EMS) facilities are also reported to be more energy efficient at 29.7 ekWh per square foot compared to an OMBI average of 34.7 ekWh per square foot. Note that OMBI compares only headquarters and EMS buildings because of the difference in services offered by member municipalities. These common facility type comparisons are intended as an indication of portfolio costs.
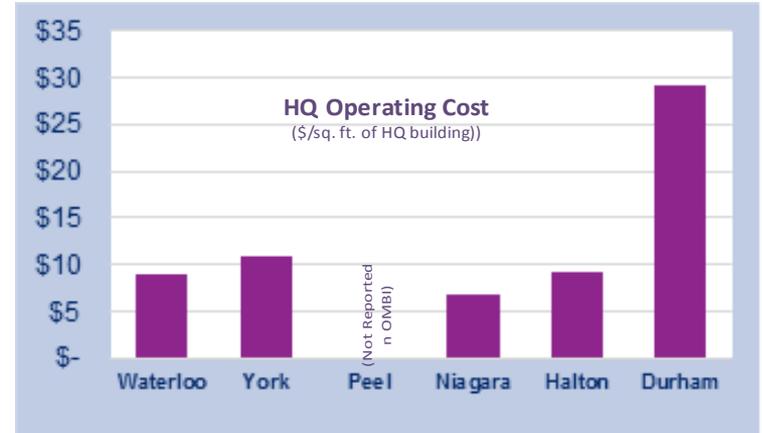
HQ Operating Cost
($/sq. ft. of HQ building))

Rationale For Service Level Assessment & Service Type

- An independent review of the division completed in 2011 recommended that the Facilities business model for shared corporate buildings be applied to all regional buildings and that consistent and best practice asset management, business systems and service accountability principles be adopted. Initiatives to further develop and implement these processes are nearly complete, with continuous improvement processes planned.

- Facilities Services are required to ensure that all Regional buildings meet relevant regulatory safety requirements such as technical safety standards, electrical safety and fire protection codes. This division strives to reach industry best practices which exceed these legislative requirements.

Facilities Management

Sub-Services							

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Operations & Maintenance Responsible for day to day activities necessary for the operation of Regional buildings, its systems and equipment to perform their intended function and comply with current legislation. Provides planned and unplanned support required for building occupants, and manages building and site security and service contracts. Acts as a liaison for the Region with landlords and tenants.	Compensation	$4,630	User Fees	$1,370	S	I	52.3	• All regulatory building requirements are met and the section strives to reach industry best practices. Industry standard processes are applied to many processes, in particular those related to preventative maintenance of building systems and components. • Client expectations are generally met but actions are underway to define and improve processes related to Facilities Management response to unplanned, on-demand services.
	Supplies/Svcs	$29,494	Other Govs	$0				
	Allocation	$3,806	Int Recovery	$39,061	IS			
	Capital	$8,491	Property Tax	$5,985				
	Grants	$0						
	Total	**$46,416**	**Total**	**$46,416**				
Facility Planning Responsible for the planning, prioritization and justification of facility asset renewal and new construction projects. Assists service areas with accommodation management and construction project planning. Administers facility maintenance and information technology systems.	Compensation	$1,477	User Fees	$0	S	I	12.0	• Building condition assessments are completed regularly and recognized best practice equipment and building component renewal planning processes are in place. • The good building system renewal avoids equipment failure and ensures that Regional buildings remain functional as required to accommodate the staff required to operate essential Regional services. • Divisional performance metrics and standards are being developed to approach industry best practices related to formal documentation, consistency and service accountability.
	Supplies/Svcs	$123	Other Govs	$0				
	Allocation	$79	Int Recovery	$509	IS			
	Capital	$445	Property Tax	$1,615				
	Grants	$0						
	Total	**$2,124**	**Total**	**$2,124**				

Facilities Management

Sub-Services						

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Utilities & Energy Engineering Develops and maintains the Corporate Energy Policy and Plan, identifies energy retrofit projects and monitors progress. Completes studies and makes recommendations regarding energy procurement, generation and operation. Completes, energy audits & studies and develops consumption reports.	Compensation Supplies/Svcs Allocation Capital Grants **Total**	$270 $55 $2 $732 $0 **$1,058**	User Fees Other Govs Int Recovery Property Tax **Total**	$712 $0 $-15 $361 **$1,058**	S L	I	3.0	• Meets all legislated and mandatory municipal energy planning and reporting requirements by leading an internal Corporate Energy Planning Working Group to identify and report publicly on current and planned energy conservation projects and reporting building consumption data using the standardized template. • The Corporate energy plan must be updated every five years and building consumption data reported annually for all specified municipal building types.
Construction Project Management Supports internal clients by overseeing the design and construction of all new occupied buildings, expansions and renovations. Implements asset renewal projects to refurbish and replace building systems, equipment and components in all regionally owned and operated facilities.	Compensation Supplies/Svcs Allocation Capital Grants **Total**	$1,844 $97 $992 $15 $0 **$2,055**	User Fees Other Govs Int Recovery Property Tax **Total**	$0 $0 $1,894 $161 **$2,055**	S- IS	I	20.0	• Several best practice project management practices have been established and implemented and good internal client relationships have been built where their expectations are generally met for the implementation of projects. • Currently there is not adequate project management resourcing to meet internal client service and asset management expectations. Additional project management staff approved in the 2015 budget.

KPMG

Program

Corporate

Department

Corporate Services

Service Type

Internal

Budget ($,000s)

Compensation	$322
Supplies & Services	$172
Grants & Pmts	$0
Capital	$923
Allocations	$9
Total Costs	**$1,426**
User Fees	$0
Other Gov	$0
Int Recoveries	$0
Property Taxes	$1,426
Total Revenues	**$1,426**
FTEs	3.0

Service Description

Planning, operation, and maintenance of region-wide voice radio equipment to ensure the systems perform their intended function, allowing communications between local municipal emergency services, including Waterloo Regional Police Services, all seven municipal fire services, various municipal public works, and other local non-emergency services such as transit and solid waste operations.

System Schematic

Performance

The Region's voice radio system is currently designed to meet or exceed Association of Public-Safety Communications Officials-International (APCO) Project 16 standard.

The region's system channel access time is 0.25 seconds, better than the APCO standard of 0.5 seconds. The system's modelled area coverage of 99% exceeds the design minimum of 95%.

Rationale For Service Level Assessment & Service Type

- Current legislation is met or exceeded by the Region's voice radio system, however the system uses older technology that does not meet industry best practice or anticipated future legislation.

- A major system replacement project is underway to meet or exceed the newer APCO Project 25 standard for communication systems.

- This project is intended to bring the system closer to industry best practice and anticipated legislation by meeting the newer digital communication standard.

- The upgraded system will meet with needs of all users within Waterloo Region, including police and ambulance systems.

Fleet Management

Program

Corporate

Department

Corporate Services

Service Type

Internal

Budget ($,000s)

Compensation	$1,636
Supplies & Services	$2,209
Grants & Pmts	$0
Capital	$40
Allocations	$145
Total Costs	**$4,030**
User Fees	$0
Other Gov	$0
Int Recoveries	$4,030
Property Taxes	$0
Total Revenues	**$4,030**
FTEs	17.0

Service Description

Management and maintenance support services for over 900 vehicles and mobile equipment in the Region's corporate fleet, including ambulances and police vehicles. Services include: life cycle planning, procurement, vehicle outfitting and modification, ensuring compliance with legislative, regulatory and corporate strategic requirements, service contract administration and licensing, preventative and predictive maintenance standards and service, warranty management, emergency repair and roadside assistance, and policy and procedure development.

Performance

1. OMBI reports in 2013 that the operating cost per vehicle km (Municipal) is lower in ROW at $0.56 than average $0.73.

2. OMBI reports in 2013 that the operating costs per vehicle km (All EMS – Emergency Medical Services) is lower in ROW at $.045 than average $0.59.

3. OMBI reports in 2013 that the operating costs per vehicle km (All Police) is higher in ROW at $0.39 than average of $0.30. (Note: Only 3 Police fleets represented in OMBI data)

4. OMBI report in 2013 that the average age of municipal vehicles is higher in ROW at 7.4 years than average of 6 years.

Operating Cost Per Vehicle KM (OMBI 2013)
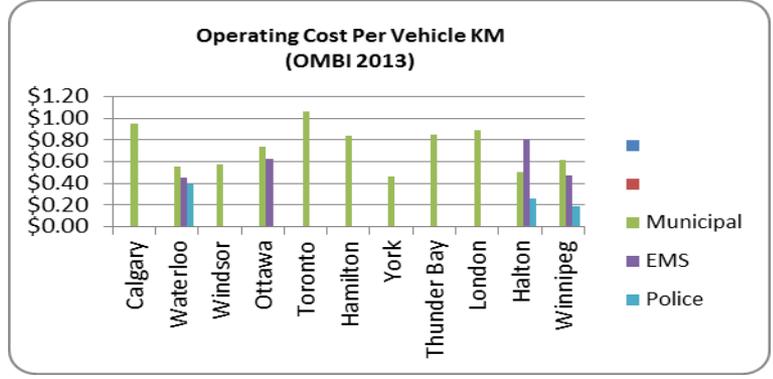
Rationale For Service Level Assessment & Service Type

- A Fleet review was completed and approved for implementation in May, 2014. The findings identified that a number of practices are working well for the Region. The service effectively meets all Provincial and Federal legislative requirements and industry standards, however there are opportunities in all areas of the service to better align with best practices and increase efficiency and effectiveness. Implementation is underway.

- The review recommends a shift in focus from the current decentralized mandate of Fleet Services involving a collection of owned assets to become a fully centralized Fleet Management service managed as a single corporate fleet.

- OMBI measurements 1,2 &3 represent operating cost per vehicle kilometer. These measurements best reflect the effectiveness and efficiency of the overall fleet. Note: OMBI #4 - ROW is operating older municipal vehicles, but maintain a lower operating cost per vehicle km.

Fleet Management

Sub-Services

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Fleet Planning Responsible for the development and implementation of fleet replacement best practices to ensure the design, specification, acquisition and outfitting of vehicles and equipment to satisfy clients' business needs and Corporate fleet objectives at the lowest lifecycle costs to the organization .	Compensation Supplies/Svcs Allocation Capital Grants **Total**	$367 $13 $2 $2 $0 **$384**	User Fees Other Govs Int Recovery Property Tax **Total**	$0 $0 $384 $0 **$384**	S- IS	I	3.0	• Fleet Review recommendation for implementation of centralized Fleet Management addressing S- • Implementation targeting industry best practice improvements including centralized asset replacement planning, fleet policy framework, right sizing of fleet, fleet motor pool, financial management and fleet charge back models , Service Level Agreements, business systems, Key Performance Indicator metrics and technological solutions • The economic lifecycle of all vehicles are currently being evaluated and the lifecycle of all vehicle replacement plans are being updated • Purchases are funded from reserves, with annual contributions to reserve funds
Vehicle & Equipment Service and Maintenance To maintain the Region Corporate Fleet resources in a safe, reliable and available condition to meet department and legislative requirements	Compensation Supplies/Svcs Allocation Capital Grants **Total**	$1,269 $2,196 $38 $143 $0 **$3,646**	User Fees Other Govs Int Recovery Property Tax **Total**	$0 $0 $3,646 $0 **$3,646**	S IS	I	14.0	• Maintenance practices effectively meet industry standards and strive for best practice • The review identified that Fleet has good maintenance procedures, but identified opportunities to better align with maintenance operation best practices • Implementation improvements include; client compliance with PM programs, improved maintenance productivity, development of performance standards and quality assurance programs, contract and alternate support services, staff training and a customer service framework

Risk Management

Program

Corporate

Department

Corporate Services

Service Type

External

Budget ($,000s)

Compensation	$208
Supplies & Services	$3,626
Grants & Pmts	$0
Capital	$0
Allocations	**$0**
Total Costs	**$3,834**
User Fees	$0
Other Gov	$0
Int Recoveries	$3,834
Property Taxes	$0
Total Revenues	**$3,834**
FTEs	**1.9**

Service Description

A business support service provided to the Corporation to protect the assets of the Region and mitigate risk through the acquisition of insurance, the investigation and settlement of insurance claims, and an ongoing enterprise risk management effort. The Waterloo Regional Municipalities Insurance Pool (WRMIP) provides this service on behalf of the Region and all seven area municipalities.

2015 Renewal Rate Change

note: Halton Region went out for RFP in 2014 which resulted in a significant reduction in premiums for 2015.

Performance

This unique inter-municipal partnership has provided efficient and effective risk management services to all 8 municipalities. Since the pool was created in 1998, insurance premiums have increased by a cumulative amount of 20% (average increase of 1.2% per year).
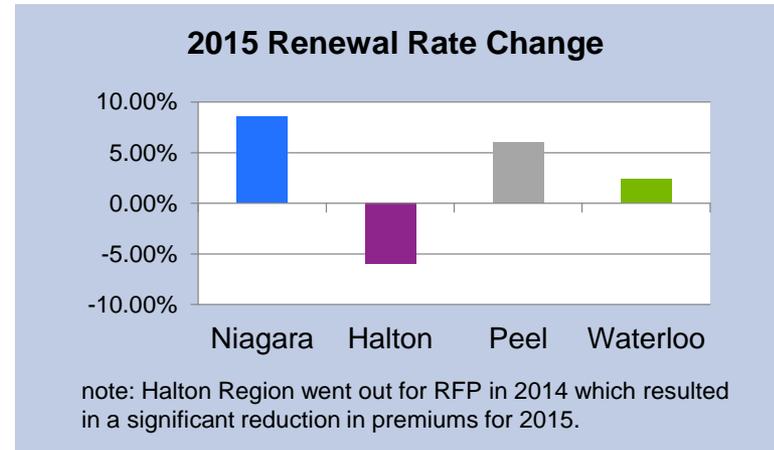
Rationale For Service Level Assessment & Service Type

- The Region makes annual contributions to the WRMIP to cover purchased insurance premiums, expected claims, and administrative/operational costs.

Service Profiles

Department: Human Resources & Citizen Services

1. Departmental Management and Support
2. Human Resources
3. Integrated Client Services
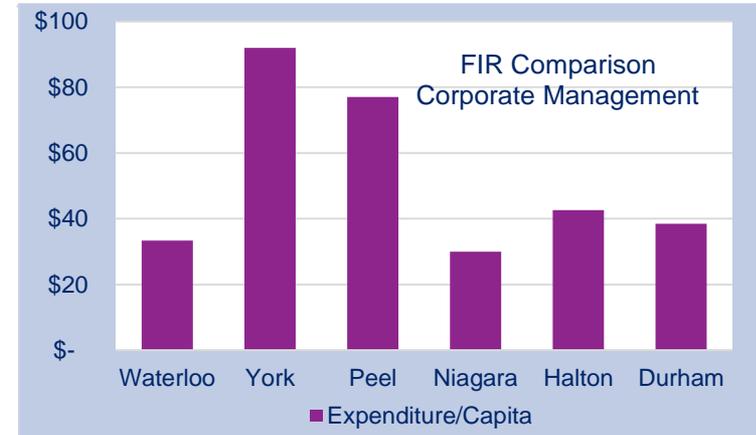4. Service Improvement Planning

Departmental Management & Support Services

Program

Corporate Services

Department

Human Resources & Citizen Service

Service Type

Internal

Budget ($,000s)

Compensation	$596
Supplies & Services	$84
Grants & Pmts	$0
Capital	$8
Allocations	$41
Total Costs	**$729**
User Fees	$0
Other Gov	$116
Int Recoveries	$126
Property Taxes	$487
Total Revenues	**$729**
FTEs	5.2

Service Description

Management and back office support services for the Human Resources & Citizen Service Department.

Performance

FIR Comparison Corporate Management

Bar chart showing Expenditure/Capita for: Waterloo (~$33), York (~$92), Peel (~$77), Niagara (~$30), Halton (~$43), Durham (~$38).

Rationale For Service Level Assessment & Service Type

- This is an Internal service, providing direction and support to all activities in the department.

- Region operates with consolidated support so all administrative functions reside in one place. The duties include being responsible for compiling and monitoring departmental budget, Ontario Municipal Benchmarking Initiative (OMBI) and Human Resources Benchmarking Network (HRBN) reporting, and project management of Learning Management System (LMS).

Human Resources

Program

Corporate Services

Department

Human Resources & Citizen Service

Service Type

Internal

Budget ($,000s)

Compensation	$5,152
Supplies & Services	$1,498
Grants & Pmts	$0
Capital	$417
Allocations	$103
Total Costs	**$7,170**
User Fees	$0
Other Gov	$670
Int Recoveries	$2,375
Property Taxes	$4,125
Total Revenues	**$7,170**
FTEs	45.4

Service Description

An internal support service that provides human resource management services and services to enable the Region to meet its goals, consistent with Council directions, the Region of Waterloo strategic plan, and regulatory requirements.

FIR Comparison
(All Corporate Mgmt)

Legend: Governance/Capita, Corp Mgmt/Capita, Prog Supt/Capita
Categories: Waterloo, York, Peel, Niagara, Halton, Durham

Performance

- OMBI reports Human Resource admin costs are $952 per T4 issued, slightly above the $940 average.
- Employee turnover rates are slightly above average (4.93% vs. 4.76%).
- It is difficult to assess reasons behind these differences, particularly when they are nominal. Different HR organizations embed some functions in operational areas in a more decentralized model which would not be reflected in the costs in a comparable way to a centralized model as we have in the Region of Waterloo. Accordingly, our costs may appear higher.
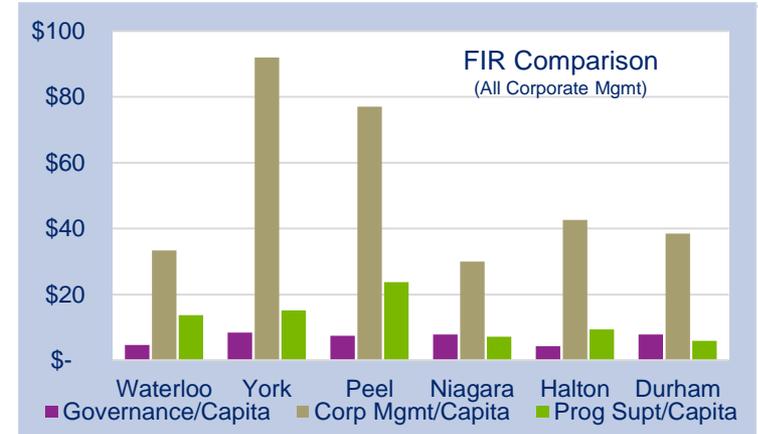
Rationale For Service Level Assessment & Service Type

These are Internal services provided to support all ROW operating departments and units and some support to the Waterloo Regional Police Service.

Service levels are generally considered standard.

Human Resources

Sub-Services								
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Recruitment Services Attracts high quality candidates, to process recruitment efficiently in accordance with best practices; to ensure compliance with legislative requirements, collective agreements, and Region policies and procedures; partners with business units to plan for a "ready" workforce to meet strategic objectives.	Compensation	$886	User Fees	$0	S	I	7.8	• Human Resource generalists are aligned with departments. • In 2014: • the average days taken to hire was 43 • 1212 position/staff requests were processed including extensions • By 2018 over 45% of the senior management group will be eligible for retirement. This will create challenges in recruitment and retention • Recruitment services are provided on an as needed basis for the Waterloo Regional Police
	Supplies/Svcs	$15	Other Govs	$0				
	Allocation	$10	In Recovery	$60	M			
	Capital	$37	Property Tax	$888				
	Grants	$0						
	Total	**$948**	**Total**	**$948**				
Employee and Labour Relations Provides labour relation strategies that support optimal employee & labour relations in a fiscally responsible manner. Manages the relationship with bargaining unit representatives to achieve solutions that support the continued delivery of services throughout the Region.	Compensation	$633	User Fees	$0	S	I	4.9	• Labour Relations Advisors are aligned with bargaining units which can represent multiple departments • There are 8 bargaining units throughout the Region requiring negotiation of collective agreements, grievance resolution, mediation and arbitration • Investigates allegations of harassment, workplace violence, and inappropriate interpersonal conduct • Provides support for Management on action items required to support optimal employee & labour relations • Supports the Waterloo Regional Police Services Board by leading collective bargaining for all police agreements • Supports township administration on specialized HR functions on an ad hoc basis
	Supplies/Svcs	$350	Other Govs	$160				
	Allocation	$17	In Recovery	$196	M			
	Capital	$6	Property Tax	$650				
	Grants	$0						
	Total	**$1,006**	**Total**	**$1,006**				

Human Resources

	Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Compensation & Benefits Management Manage organizational compensation including: • developing and implementing total rewards strategies • developing and implementing policy frameworks for recruitment and compensation • compensation administration and support to payroll functions • analysis for bargaining process and managing the job evaluation processes, including ensuring compliance with legislation Administer the Human Resources Information System (HRIS) including: • system support to recruitment processes • time and attendance data management • payroll administration and HR metrics • analytics and technology solutions • design and implement processes to facilitate and operationalize reorganizations and service reviews • provide advice and support to Waterloo Regional Police Service on job evaluation processes, HRIS, time and attendance, and payroll support systems	Compensation	$1,241	User Fees	$0	S	I	12	• Number of staffing requisitions 1212 • Number of terminations 402 including retirements • Number of active job descriptions – 1061 • Percentage of jobs that belong to job evaluation plan – 95% • 12% turnover rate
	Supplies/Svcs	$206	Other Govs	$192				
	Allocation	$24	In Recovery	$177	L / M			
	Capital	$265	Property Tax	$1,367				
	Grants	$0						
	Total	**$1,736**	**Total**	**$1,736**				

Sub-Services

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Health & Safety Provides occupational health and safety, as well fleet safety resources and consultation services. These services enable management to meet their legal and contractual compliance, fulfill comprehensive WSIB claims, management services, return to work, occupational health and safety, fleet safety training, and education.	Compensation	$1,511	User Fees	$0	**S**	**I**	13.2	• 2013 lost time injury (LTI) claims: 98 • 2013 health care (HC) claims: 77 • Over the three year period of 2011-2013, both frequency and severity* are shown in the chart below. It is our goal that with the continued support and implementation of the Region's Safety Management System (SMS) both frequency and severity indicators would be trending downward.
	Supplies/Svcs	$184	Other Govs	$0				
	Allocation	$20	In Recovery	$1,291	**L;M**			
	Capital	$56	Property Tax	$480				
	Grants	$0						
	Total	**$1,771**	**Total**	**$1,771**				

	2011	2012	2013
Frequency (# of lost time injuries)	5.82	4.91	4.80
Severity (# of lost days)	53.68	35.55	47.65

*Frequency and severity are terms used by the industry and calculated for every 200,000 hours worked.
- There are Health & Safety Advisors that are dedicated to specific departments as well as Advisors supporting all departments throughout the corporation
- The Health & Safety team supports the implementation of the Region's Safety Management System, an internal responsibility system that supports and ensures a safe work environment for all Regional staff
- Act as a licensing authority on behalf of the Ministry of Transportation for license renewals.

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

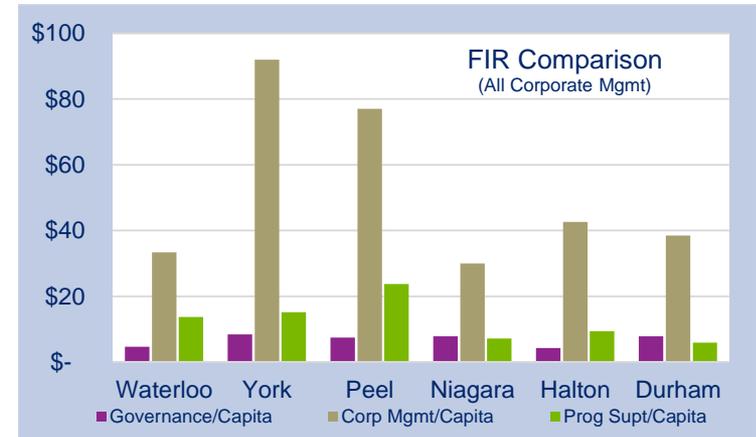| **Subservice Name & Description**	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Organizational Effectiveness & Wellness Develops, implements, and/or supports strategies, services, and policies to directly improve the performance of the business units and individual employees: • performance management system, leadership development, change management, employee engagement, supportive people policies, organizational restructuring, workforce planning, diversity, human rights complaints, interpersonal conduct concerns, and recognition service. Develops and implements • corporate training, training registration system, learning management system. Oversees wellness programming and healthy workplace programming to support optimal health for all employees. Administers the Employee Assistance Program.	Compensation	$881	User Fees	$0	**S** **IS M P**	**I**	7.5	• Organizational Development Consultants are aligned with departments. • Change management and communication support was provided to over 30 change initiatives resulting from service reviews/ divisional/ departmental reorganizations in 2014. • There are 19 ROW service areas using the training registration system for their job specific training needs. • Employee Assistance Program utilization rates averages 14% annually. • Changing workforce dynamics require targeted leadership capacity building for the short and long term. • With the implementation of Bill 168 in 2010 there have been an increasing number of harassment and interpersonal conduct complaints, which require internal and external investigations to validate and address, if necessary.
	Supplies/Svcs	$742	Other Govs	$318				
	Allocation	$33	In Recovery	$652				
	Capital	$53	Property Tax	$739				
	Grants	$0						
	Total	**$1,709**	**Total**	**$1,709**				

Integrated Client Services

Program

Corporate

Department

Human Resources & Citizen Service

Service Type

External

Budget ($,000s)

Compensation	$2,166
Supplies & Services	$300
Grants & Pmts	$0
Capital	$734
Allocations	$24
Total Costs	**$3,224**
User Fees	$0
Other Gov	$220
Int Recoveries	$475
Property Taxes	$2,529
Total Revenues	**$3,224**
FTEs	28.9

Service Description

Provide seamless integrated access to Regional services through the phone (Service First Call Centre), main reception (Citizen Service counters), and online (through web self service and mobile apps).

Performance

- In a comparative survey of 311 centres across North America (39 municipalities), call centre service levels ranged from 50% of calls being answered in 60 seconds to 90% of calls being answered in 10 seconds
- Service levels were spread across this spectrum. The Region of Waterloo is currently meeting its targeted service level of 80% of calls in 60 seconds
- Through an ongoing point of service survey, 90% of citizens report that they are satisfied with their experience calling the Region

FIR Comparison
(All Corporate Mgmt)

Categories: Waterloo, York, Peel, Niagara, Halton, Durham
Legend: Governance/Capita, Corp Mgmt/Capita, Prog Supt/Capita

Rationale For Service Level Assessment & Service Type

- This is an Internal Service, provided to support service delivery by other business units, however it does have an important external "face" and interacts with the public.
- The service level for the call centre was chosen to reflect an average of industry standards and also to ensure there was no service degradation from service provided before the call centre was established.
- The ROW does not offer a broad selection of e-services at this time, and that is considered below the standard of service.

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Service First Call Centre The Service First Call Centre is a 24/7 call centre that handles calls for all Regional services. The goal is to answer the majority of calls on the first point of contact.	Compensation $1,908 Supplies/ Svcs $159 Allocation $6 Capital $636 Grants $0 **Total $2,709**		User Fees $0 Other Govs $220 In Recovery $475 Property Tax $2,014 **Total $2,709**		**S** **M**	**I**	25.4 permanent FTEs (as of April, 2015) 1 temporary FTE	• Current service level is that 80% of calls are answered within 60 seconds. There are variety of other measures that are regularly monitored based on the normal range of service delivery, but the above service level drives staffing and resource requirements. • As the SFCC is a newly created entity, staffing levels to support this service level were made permanent in the 2015 budget cycle.
Citizen Services Associate Provides a first point of contact at the Region's three main public facing buildings (99 Regina, Waterloo; 150 Frederick, Kitchener; 150 Main, Cambridge).	Comp $223 Supplies/Svcs $141 Allocation $18 Capital $98 Grants $0 **Total $480**		User Fees $0 Other Govs $0 In Recovery $0 Property Tax $480 **Total $480**		**B** **M**	**I**	2.3	• The citizen service associate service offers reception and front line transactional services on behalf of some departments in each building, but not all. • Over the years, where there has been a strategic need, services have been centralized for specific services (i.e. Public health) to the main counters. • This model operates similarly to the call centre. • Some transactions are completed at the desk, some are triaged and sent to the appropriate service area. The staff member acts as reception for the building while there are still reception desks on many floors. • There is an existing service strategy action to look at further consolidation of reception and service transaction services at these desks.

Integrated Client Services

Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**	**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
E-Service The self serve strategy provides consistent principles across all Regional services for self serve options through the website or mobile devices. The goal is to provide seamless, coordinated access to self serve options by the public.	Compensation $35 Supplies/Svcs $0 Allocation $0 Capital $0 Grants $0 **Total** **$35**	User Fees $0 Other Govs $0 In Recovery $0 Property Tax $35 **Total** **$35**	**B** **M**	**I**	0.2	• There are no dedicated staff to this initiative; this is a collaborative of staff from across the Region. • Citizen Service staff leading this work are from the Service First Call Centre complement. • The Region currently has limited self serve opportunities; The Region has been exploring a portal based self serve application that would bring all municipalities onto a single platform to provide seamless access to self serve opportunities. • The cities of Waterloo, Kitchener and Cambridge have already implemented this application. The public has identified top areas of interest for self serve are transit, roads, and waste. Transit recently introduced a self serve app. Waste is researching options. Roads is conducting preliminary work. • Under the Region's Service Strategy, a working group has been established to develop a consistent approach to self serve at the region and to identify key opportunities based on citizen input. Citizen Service is leading this working group.

Service Improvement Planning

Program
Corporate

Department
Human Resources & Citizen Service

Service Type
External

Budget ($,000s)	
Compensation	$154
Supplies & Services	$0
Grants & Pmts	$0
Capital	$0
Allocations	$0
Total Costs	**$154**
User Fees	$0
Other Gov	$0
Int Recoveries	$0
Property Taxes	$154
Total Revenues	**$154**
FTEs	1.3

Service Description

This section of Citizen Service provides consulting and communications activities to ensure that the Region has a citizen centred approach to delivering and improving services. The Region of Waterloo follows the service improvement methodology developed by the Institute for Citizen Centred Service (ICCS). This section of Citizen Service also provides leadership to the organization to ensure compliance with the Accessibility for Ontarians with Disabilities Act (AODA) and implements service improvement projects aimed at improving access for diverse clients under our corporate Diversity Strategy.

Performance

- As this is a new service area for the Region, there is little significant historical data.
- In a year, this team will be involved in 5-6 large scale service improvement initiatives, 6-10 mid size improvement projects.
- Ongoing support and consultation is also provided
- The organization has 1.3 permanent FTE's and 1.4 temporary FTE's.
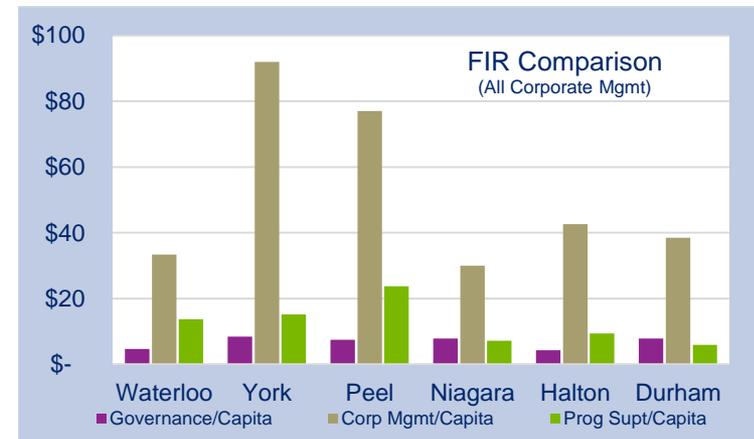
FIR Comparison (All Corporate Mgmt)

Waterloo, York, Peel, Niagara, Halton, Durham — Governance/Capita, Corp Mgmt/Capita, Prog Supt/Capita

Rationale For Service Level Assessment & Service Type

- This is an Internal service provided to all Regional departments.
- There is no service level standard for this type of service.
- This tends to be an emerging area in many organizations, at times it includes an organizational development focus and project management focus.
- Many mid to large sized municipalities have dedicated teams to this role, often integrated with service improvement teams.

Service Profiles

Department: Planning, Development & Legislative Services

1. Departmental Management and Support Services
2. Governance and Civic Engagement
3. Legal
4. Information Management
5. Printing, Design and Delivery Services
6. Provincial Offences Administration
7. Growth Management
8. Analytics
9. Environment
10. Licensing and Enforcement
11. Economic Development
12. Waterloo Regional Airport
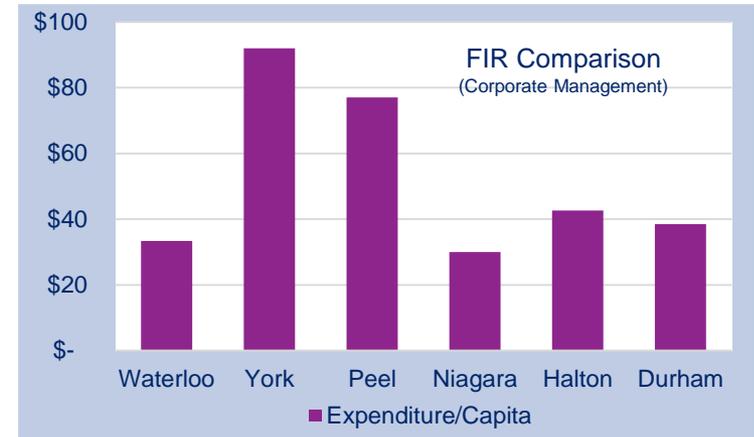13. Museums
14. Cultural Heritage
15. Library

Departmental Management & Support Services

Program

Corporate

Department

Planning, Development & Legislative Services

Service Type

Internal

Budget ($,000s)

Compensation	$395
Supplies & Services	$202
Grants & Pmts	$0
Capital	$5
Allocations	$80
Total Costs	**$682**
User Fees	$0
Other Gov	$0
Int Recoveries	$0
Property Taxes	$682
Total Revenues	**$682**
FTEs	3.5

Service Description

Small business unit, the budget includes salaries and benefits of Commissioner and Administrative Assistant, temporary staffing, funds for special needs consulting services, and training and development funds, reserves, and interdepartmental charges.

Performance

- Commissioner's offices in other Regions are highly variable in scope and resources.

FIR Comparison
(Corporate Management)

Expenditure/Capita

Waterloo, York, Peel, Niagara, Halton, Durham

Rationale For Service Level Assessment & Service Type

- Represents a small business unit to lead the Department.
- Most recently, Departmental communications staff (2) have been transferred to the new Office of Regional Economic Development.

Governance and Civic Engagement

Program	
Corporate	

Department	
Planning, Development & Legislative Services	

Service Type	
External/Internal	

Budget ($,000s)

Compensation	$2,029
Supplies & Services	$256
Grants & Pmts	$0
Capital	$49
Allocations	$106
Total Costs	**$2,440**
User Fees	$0
Other Gov	$0
Int Recoveries	$434
Property Taxes	$2,006
Total Revenues	**$2,440**
FTEs	10.5

Service Description

Region of Waterloo is an upper tier municipality, as defined under the Municipal Act and predecessor legislation the Region Municipalities Act and Region of Waterloo Act. The Council is composed of the Regional Chair and eight Regional Councillors – all directly elected, and the mayors of the seven local municipalities.
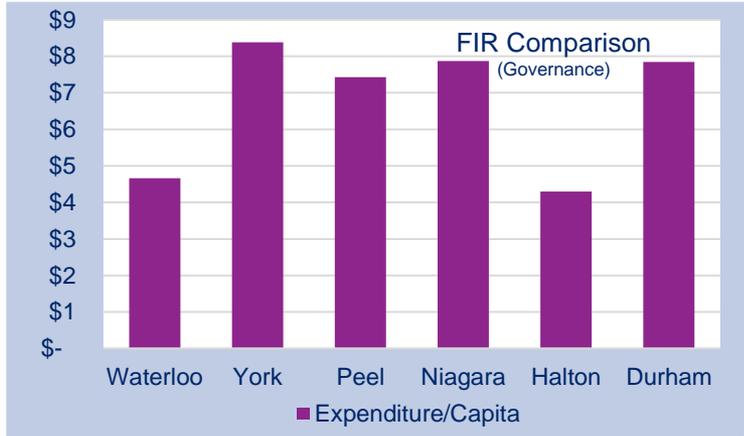
Staff in the service area provide executive level assistance, impartial advice, governance policy assistance, and management of government decision-making processes that support elected officials and the Corporation.

Performance

OMBI reports that the cost of governance and corporate management in the RoW is lower than most, at 1.3% of municipal costs, vs. 1.7% on average.

In 2014 there were 22 Council meetings, 63 Standing Committee meetings, 45 advisory committee and Board or Foundation meetings.

The 2013 OMBI measures shows the Clerk's operating costs to support the Council and Committees per $1,000 municipal operating costs to be $0.80. This is below the median and average cost of $.97 and $1.08. This has been the case consistently over the past 3 years.

FIR Comparison (Governance)

Bar chart: Expenditure/Capita
- Waterloo: ~$4.6
- York: ~$8.3
- Peel: ~$7.4
- Niagara: ~$7.9
- Halton: ~$4.3
- Durham: ~$7.9

Rationale For Service Level Assessment & Service Type

- This is an essential service, set out in legislation.
- The size of Council is set in legislation with a prescribed process for making any change.
- The expenditures to support Council are not defined by legislation, but are lower than the other regions.

Governance and Civic Engagement

	Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Council Representation • 1 Regional Chair and 15 members of Council. • Staff provide executive level support and assistance to the elected officials and their constituents, provide protocol and official services for events, and the activities of Regional council.	Compensation	$1,333	User Fees	$0	**S**	**E**	3.0	• 1 Regional Chair. • 15 members of Council – 8 Councillors and 7 Mayors. • 3.0 support staff (not legislated).
	Supplies/Svcs	$211	Other Govs	$0				
	Allocation	$68	Int Recovery	$305	**L/C**	**1/3**		
	Capital	$40	Property Tax	$1,347				
	Grants	$0						
	Total	**$1,652**	**Total**	**$1,652**				

Governance and Civic Engagement

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

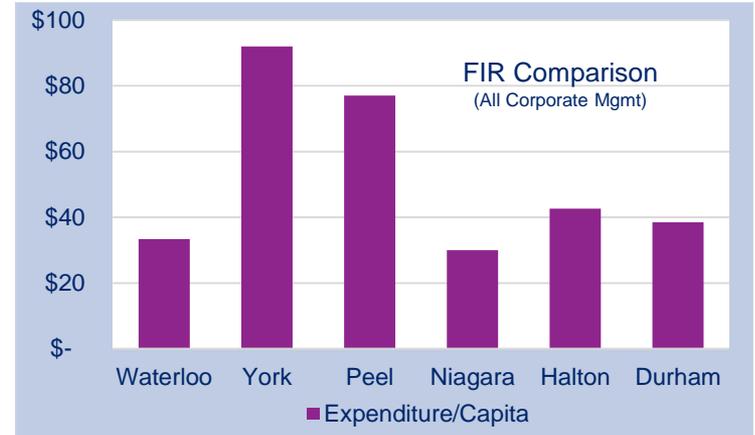| **Subservice Name & Description**	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Governance Support Legislated provision of services to Council, Committees, Boards, the Corporation, and the public by way of: • Non-partisan, expert advice, advice to the government as a whole. • Governance policy development. • Managing the elections operations. • Managing the government decision-making processes (Agendas, minutes, bylaws, webcasting).	Compensation Supplies/Svcs Allocation Capital Grants **Total**	$696 $45 $38 $9 $0 **$788**	User Fees Other Govs Int Recovery Property Tax **Total**	$0 $0 $129 $659 **$788**	**S** **L/M**	**I/E** **1/3**	7.5	• All official correspondence to be sent to parties within 3 business days of the Council meeting 96% of the time. • In 2014 there was a municipal election.

Service Profile
Legal

KPMG

Program
Corporate

Department
Planning, Development & Legislative Services

Service Type
Internal

Budget ($,000s)	
Compensation	$2,382
Supplies & Services	$223
Grants & Pmts	$0
Capital	$17
Allocations	$84
Total Costs	**$2,706**
User Fees	$40
Other Gov	$183
Int Recoveries	$929
Property Taxes	$1,554
Total Revenues	**$2,706**
FTEs	**20**

Service Description

A business support service provided to the Corporation and indirectly to all residents offering legal advice/opinion, legal drafting, and representation/advocacy before courts and tribunals.

Legal Services facilitates the ability of the Region to advance its policy goals, and deliver its services.

Performance

OMBI reports RoW uses external legal counsel for less of its legal services (27%) than most (32% median) and that the costs per hour of legal services provided in-house is lower at $121 than median ($144).

FIR Comparison
(All Corporate Mgmt)

Bar chart: Expenditure/Capita — Waterloo ~$33, York ~$92, Peel ~$77, Niagara ~$30, Halton ~$42, Durham ~$38.

Rationale For Service Level Assessment & Service Type

- Legal Services is an internal service, serving other Regional departments.

- It provides a standard level of service responding to client needs by protecting Regional interests.

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Solicitor Advice Advisory, drafting, negotiation and review of business and activities of municipal corporation and boards and agencies it controls. Facilitate proper and effective exercise of Municipal powers, activities and decision making through legal opinion and advice.	Compensation	$815	User Fees	$22	S	I	5.6	
	Supplies/Svcs	$82	Other Govs	$100				
	Allocation	$23	Int Recovery	$510	M			
	Capital	$6	Property Tax	$294				
	Grants	$0						
	Total	**$926**	**Total**	**$926**				
Prosecution Prosecution of charges under Regional By-laws, the Provincial Offences Act of Ontario and the Contraventions Act of Canada.	Compensation	$897	User Fees	$0	S	I	8.0	• There were approximately 12,100 prosecutions handled by staff in 2014.
	Supplies/Svcs	$74	Other Govs	$0				
	Allocation	$43	Int Recovery	$0	M			
	Capital	$6	Property Tax	$1,020				
	Grants	$0						
	Total	**$1,020**	**Total**	**$1,020**				

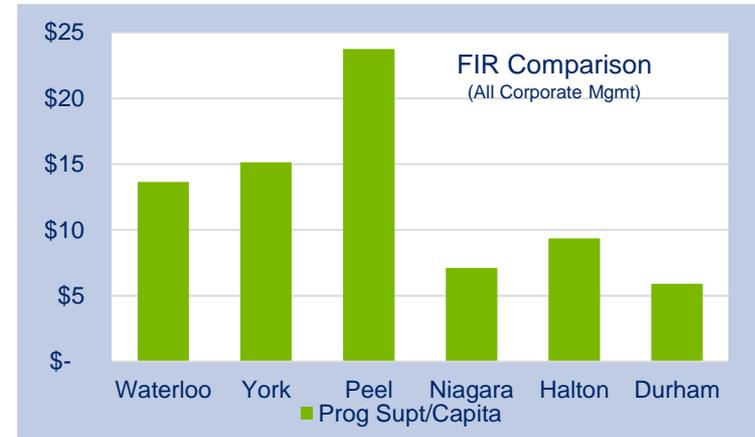| Sub-Services								
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Civil Litigation Protect rights and legal interest of the Region through Courts/Tribunals and alternative dispute resolution. Attend and represent the Region in civil litigation.	Compensation	$192	User Fees	$5	**S**	**I**	1.7	• A wide range of litigation matters are both pursued and defended against to protect the Regional interests • Resource allocation and outcomes are dependent upon the complexity and circumstances of legal proceeding on a case by case basis
	Supplies/Svcs	$19	Other Govs	$24				
	Allocation	$5	Int Recovery	$120	**M**	**3**		
	Capital	$2	Property Tax	$69				
	Grants	$0						
	Total	**$218**	**Total**	**$218**				
Real Estate Transactions Acquisition/Expropriation of Lands for the Region's capital projects, including negotiation of Agreements of Purchase and Sale, Expropriations Act notices and procedure, negotiation and settlement of compensation including arbitration before the Ontario Municipal Board and development agreements and related land acquisitions/dedications. Disposition of lands surplus to the Region's needs.	Compensation	$478	User Fees	$13	**S**	**I**	4.7	• There are approximately 320 land acquisition matters being handled by realty staff presently • In addition, realty staff handle approximately 100 transactions pertaining to utilities (eg. easements) and encroachments agreements relating to road allowances
	Supplies/Svcs	$48	Other Govs	$59				
	Allocation	$13	Int Recovery	$299	**M**			
	Capital	$3	Property Tax	$171				
	Grants	$0						
	Total	**$542**	**Total**	**$542**				

Information Management

Program

Corporate

Department

Planning, Development & Legislative Services

Service Type

Internal

Budget ($,000s)

Compensation	$720
Supplies & Services	$105
Grants & Pmts	$0
Capital	$95
Allocations	$72
Total Costs	**$992**
User Fees	$0
Other Gov	$15
Int Recoveries	$86
Property Taxes	$891
Total Revenues	**$992**
FTEs	7.0

Service Description

Provides a full lifecycle management of paper and electronic records including Corporate Archives (external facing) and an open data service.

Provides advisory and request processing services in respect to information access and privacy protection including a growing privacy impact assessment process.

Performance

OMBI data shows the complexity of the Region's formal MFIPPA requests. Only 58% of the requests received could be completed within the 30 day requirement whereas 42% of the requests involved complex 3rd party issues that resulted in delays recognized by the legislation and extensions.

OMBI data show the Records and Archives staff costs per capital are $0 .99, slightly above the median of $0.83 but below the average of $1.64.

FIR Comparison
(All Corporate Mgmt)

Waterloo, York, Peel, Niagara, Halton, Durham
■ Prog Supt/Capita

Rationale For Service Level Assessment & Service Type

- This is an Internal Service supporting other business units, with an External component that processes information requests.

- The service level is high because of the establishment of the full electronic document management system.

- There has been a reorganization in this area as of December 2014. The Access and Privacy Advisor has retired and the position has been repurposed in IM&A

Information Management

	Sub-Services						

| Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Records Management, Retention and Archives Provide information to the public and information management support to staff.	Compensation	$618	User Fees	$0	**S +**	**I / E**	**6**	• The Region made a choice in 2000 to establish a full electronic documents management system (1of 2 in the OMBI group). • It is also in the process of conducting a vital records service in conjunction with Business Continuity service. • Full corporate archival service.
	Supplies/Svcs	$89	Other Govs	$13				
	Allocation	$61	Int Recovery	$76	**L/M**	**3**		
	Capital	$95	Property Tax	$775				
	Grants	$0						
	Total	**$863**	**Total**	**$863**				
Access and Privacy Administration A legislated provision supporting the public's right to access information in accordance with the Municipal Freedom of Information & Protection of Privacy.	Compensation	$102	User Fees	$0	**S**	**I / E**	**1**	• Region of Waterloo's approach to MFIPPA is to practice routine disclosure rather than requiring the filing of formal requests. The Access and Privacy Advisor spends considerable time (35%) discussing routine disclosure with departments and individual staff persons so that requests are diverted or not filed. • OMBI reports RoW receives fewer Freedom of Information (MFIPPA) requests (8 per 100,000 population) than most regions. Halton and Durham are about the same, but Niagara receives up to 30. However it costs the RoW $2,151 per request to process, while the average is only $1,005 among regions. This amount is much higher than the $782 average cost among single tier cities. • The cost associated with this service will change based on the reorganization outlined in previous page.
	Supplies/Svcs	$16	Other Govs	$2				
	Allocation	$11	Int Recovery	$9	**L**			
	Capital	$0	Property Tax	$117				
	Grants	$0						
	Total	**$128**	**Total**	**$128**				

Printing, Design and Delivery Services

Program

Corporate

Department

Planning, Development & Legislative Services

Service Type

Internal

Budget ($,000s)

Compensation	$761
Supplies & Services	$925
Grants & Pmts	$0
Capital	$14
Allocations	$44
Total Costs	**$1,744**
User Fees	$12
Other Gov	$0
Int Recoveries	$1,359
Property Taxes	$373
Total Revenues	**$1,744**
FTEs	9.5

Service Description

Corporate publishing provides in house printing including the operation of presses, graphic design services, mail and courier services. Corporate publishing is also responsible for the asset, vendor and inventory/consumables management of all printer devices purchased at the Region.

Performance

• No OMBI measures exist.
• Corporate Publishing currently recovers approximately 75% of all is expenditures.
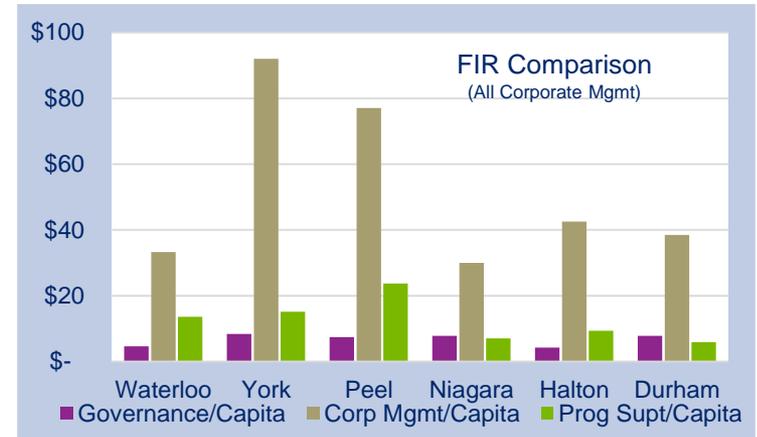
Rationale For Service Level Assessment & Service Type

• These are internal services that support other departments.

FIR Comparison
(All Corporate Mgmt)

Governance/Capita ■ Corp Mgmt/Capita ■ Prog Supt/Capita

Waterloo · York · Peel · Niagara · Halton · Durham

Printing, Design and Delivery Services

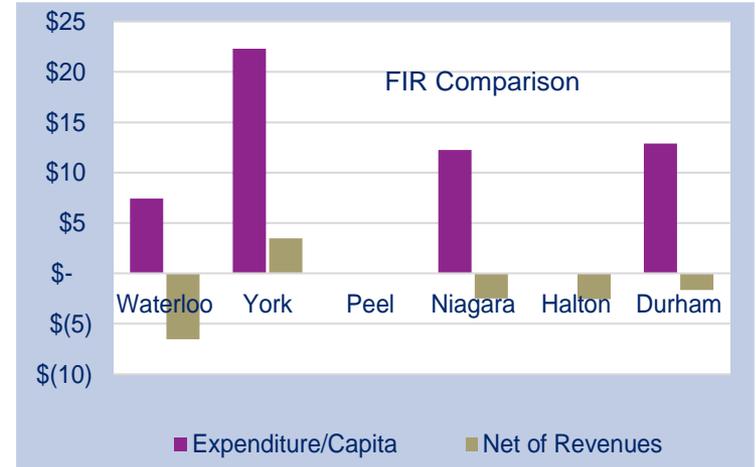| Sub-Services								
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Mail and Courier Services A business support service provided to the Corporation offering internal courier services between Regional facilities. A business support service provided to the Corporation offering distribution and collection of mail.	Compensation	$58	User Fees	$1	S	I	.7	• Mail/postage costs are recovered through interdepartmental charges – staff time is not recovered. • Only unscheduled courier runs are recovered from a department. • There are 30 scheduled courier runs.
	Supplies/Svcs	$76	Other Govs	$0				
	Allocation	$3	Int Recovery	$54	M	2		
	Capital	$1	Property Tax	$83				
	Grants	$0						
	Total	**$138**	**Total**	**$138**				
Publishing and Design Services A business support service provided to the Corporation offering document printing. Produces both on-line and hard copy designs.	Compensation	$703	User Fees	$11	S	I	8.8	• Design costs are recovered at a rate of $45.00 per hour whereas the external cost per our contract is $80.00/hr and the external average would be closer to $100.00/hr. • Our click rate (cost per page) is comparable to the outside organizations. Average turn around time for design to first proof was 7-10 days in 2013, 10 -15 days in 2014 due to a staff vacancy. • 97% of all print deadlines were met.
	Supplies/Svcs	$849	Other Govs	$0				
	Allocation	$41	Int Recovery	$1,305	M	2		
	Capital	$13	Property Tax	$290				
	Grants	$0						
	Total	**$1,606**	**Total**	**$1,606**				

Provincial Offences Administration

KPMG

Program

Corporate

Department

Planning, Development & Legislative Services

Service Type

External

Budget ($,000s)

Compensation	$1,564
Supplies & Services	$932
Grants & Pmts	$0
Capital	$21
Allocations	$167
Total Costs	**$2,684**
User Fees	$7,498
Other Gov	$172
Int Recoveries	$25
Property Taxes	-$5011
Total Revenues	**$2,684**
FTEs	18.7

Service Description

A public court service required under the Provincial Offences Act. This service provides administrative support including court room scheduling and management, processing of charges, collecting fines, default fine collection management, and maintaining financial records.

Performance

OMBI reports RoW staff handle an average number of POA charges (6,654 vs. 6,709 average) and that the cost per charge ($68.31) compares to the average ($68.44). Compared to other jurisdictions, the service provides a greater net revenue for Waterloo.

The fine collection rate recently jumped to 57%, above the average of 48%.

FIR Comparison

Bar chart titled "FIR Comparison" comparing Expenditure/Capita and Net of Revenues for Waterloo, York, Peel, Niagara, Halton, Durham. Y-axis from $(10) to $25.

■ Expenditure/Capita   ■ Net of Revenues

Rationale For Service Level Assessment & Service Type

- Cambridge and Kitchener Court have been merged as of January 1, 2015 to allow for greater flexibility in court room scheduling and better allocation of staff resources.

Provincial Offences Administration

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
POA Administration A provincially legislated service to process charges and payments received from defendants as voluntary pre-paid fines or after conviction in a courtroom hearing.	Compensation	$1,316	User Fees	$4,794	S	E	15.2	• Payments are processed through the ICON (Integrated Courts Offence Network) system as mandated by the Provincial Government (Ministry of the Attorney General). • E-ticketing is currently being implemented. Data from police will be transferred directly to ICON, freeing resources to undertake other tasks. This item was identified as an improvement area back in 2007 when a review was completed for POA.
	Supplies/Svcs	$729	Other Govs	$172				
	Allocation	$144	Int Recovery	$25	L/M	1		
	Capital	$18	Property Tax	$-2,784				
	Grants	$0						
	Total	**$2,207**	**Total**	**$2,207**				

Provincial Offences Administration

		Sub-Services					

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
POA Collections A provincially legislated service to allow for collection from defendants with outstanding fine.	Compensation	$247	User Fees	$2,704	**S**	**E**	3.5	• Improvements need to be made to the collection tools available to municipalities. Bill 31 currently before the legislature will allow HTA matters to be added to the driver's plate. Since plates are renewed more often than driver's licenses the fine should appear more quickly. Two other improvements municipalities would like to have are:
	Supplies/Svcs	$204	Other Govs	$0				
	Allocation	$23	Int Recovery	$0	**M**	**2**		
	Capital	$3	Property Tax	$-2,227				• Charge interest on over due amounts similar to the 407.
	Grants	$0						• Court processes currently allow a JP to set the fine payment schedule regardless of any demonstrated need.
	Total	**$477**	**Total**	**$477**				• Currently in the POA court the number of charges is down. This allows a faster turn around with respect to the processing of charges that could have resulted in a higher collection rate. The earlier you can collect money the better the collection rate will be and the less cost that will need to be expended on external collection agencies. • The Region of Waterloo had the highest collection rate in 2013. Usually we have been closer to the average of 48%.

Growth Management

Program

Community Planning

Department

Planning, Development & Legislative Services

Service Type

External

Budget ($,000s)

|	
Compensation	$2,355
Supplies & Services	$27
Grants & Pmts	$0
Capital	$298
Allocations	$9
Total Costs	**$2,689**
User Fees	$377
Other Gov	$0
Int Recoveries	$53
Property Taxes	$2,259
Total Revenues	**$2,689**
FTEs	21.3

Service Description

The planning process seeks to direct future growth and development within the Region, consistent with the community vision established through the Regional Official Plan, as well as in conformity with provincial legislation and policy direction within a two-tier system of governance.

Performance

OMBI reports the RoW spends $13.76 per resident on planning activities, second to Halton among regions reported. The Community Planning costs includes a grant service related to environmental stewardship, administration of a Brownfield Financial Incentive service as well responsibility for the management of Regional Forests and the Kissing Bridge Trailway, which would not be found in most regional planning groups.

In reporting on this measure ,OMBI identifies five general overall influencing factors that affect the ability to compare between the municipalities reported on in relation to this metric. Specific reference needs to be made to these influencing factors as contained in the OMBI report when considering the data provided above. Additional dialogue is also provided in the report identifying structural issues relating to where certain services are located within an organization that could directly affect comparisons between municipalities.

FIR Comparison Planning and Zoning

Expenditure/Capita — Net of Revenues
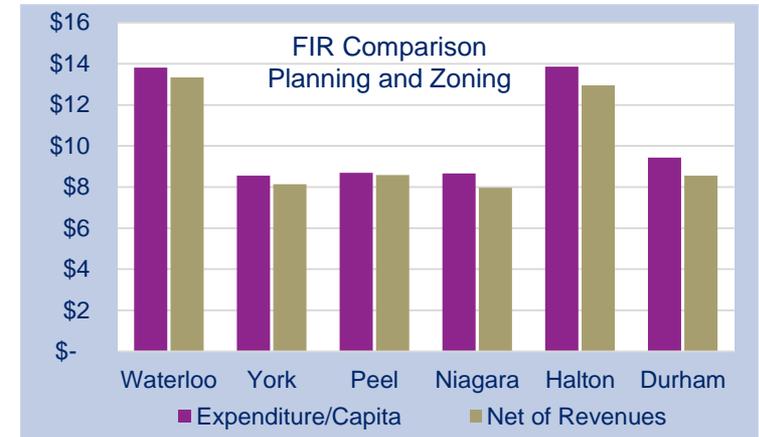
Rationale For Service Level Assessment & Service Type

- The basic Growth Management services are Mandatory services, required by provincial legislation. Some studies are a traditional municipal service designed to support municipal projects and/or development.

- Service levels are generally at standard.

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Official Plans The RoW is mandated by the Planning Act to adopt and maintain a Regional Official Plan (ROP). Amendments (changes) of the ROP are required to ensure the plan is kept up to date with changing provincial directives and to reflect changing community growth aspirations. The RoW is also responsible for approval of Local Official Plans and official plan amendments which must conform to the ROP.	Compensation $381 Supplies/Svcs $0 Allocation $1 Capital $63 Grants $0 **Total $445**		User Fees $0 Other Govs $0 Int Recovery $0 Property Tax $445 **Total $445**		S M	E 1	3.4	• The ROP was adopted by Regional Council in June 2009 and is currently under appeal before the Ontario Municipal Board in its entirety. The ROP is also currently the subject of three applications before Divisional Court. • In addition to the ROP, four local municipal official plans have also been appealed to the Board for adjudication. • Regional staff have participated in the preparation of updates to the Township of North Dumfries and Township of Wellesley Official Plans, and have been requested to undertake a similar role in the Township of Wilmot. • Updates to each of the Official Plans is required by the Planning Act (at a minimum) every five years.
Special Studies and EAs The RoW planning staff regularly participate in the completion of a variety of studies and EA processes including sub watershed studies, infrastructure master planning, environmental review, community planning, infrastructure approvals, and development charge by-laws in support of the planning process.	Compensation $563 Supplies/Svcs $7 Allocation $2 Capital $59 Grants $0 **Total $631**		User Fees $0 Other Govs $0 Int Recovery $3 Property Tax $628 **Total $631**		S M	E 3	4.9	• This is an on-going activity that responds to requests for RoW participation in studies undertaken by the Region, local municipalities, the GRCA, the Province, various development interests, universities, and multiple non-profit research organizations. • This function is important to address Regional infrastructure, municipal source water protection, and Regional interest in various environmental designations / features.

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Development Review & Approvals The RoW is responsible for the review and approval of official plan amendment, plan of subdivision, plan of condominium, and part lot control by-law applications. In addition, the RoW is responsible for providing comments related to the local municipal processing of zoning bylaws, site plans, consents and minor variances. The RoW provides comments on behalf of itself and five Provincial Ministries in accordance with an MOU entered into between the Province and the RoW in 1996.	Compensation	$1,276	User Fees	$377	**S**	**E**	11.8	Community Planning staff coordinate, review, and approve Planning Act applications where applicable. The responsibility for this activity is as assigned through the Planning Act and associated regulations. The RoW received and processed 674 Planning Act applications in 2014.
	Supplies/Svcs	$20	Other Govs	$0				
	Allocation	$6	Int Recovery	$50	**M**	**1**		
	Capital	$9	Property Tax	$884				
	Grants	$0						
	Total	**$1,311**	**Total**	**$1,311**				

	Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Brownfield Incentive Community Planning is responsible for administration and delivery of the Regional Brownfield Financial Incentive. This service is designed to encourage the re-use of industrial lands no longer used for industrial purposes consistent with the Official Plan and current economic requirements.	Compensation	$135	User Fees	$0	**S+**	**A**	1.2	Between 2007 to year end 2014, grants valued at $27,592,114 (all grants) have stimulated brownfield redevelopment with total assessment value increases of $226,594,840 (TIG only). Environmental Site Assessment Grants: • 21 applications approved • 13 applications approved in the Central Transit Corridor • total value $574,053 Regional Development Charge (RDC) Exemption: • 10 applications approved • 3 applications approved in the CTC • 1 application approved in Townships • total value $10,585,375 Tax Increment Grant: • 9 applications approved • 5 applications approved in the CTC • total value $16,432,685
	Supplies/Svcs	$0	Other Govs	$0				
	Allocation	$0	Int Recovery	$0	**M**	**4**		
	Capital	$167	Property Tax	$302				
	Grants	$0						
	Total	**$302**	**Total**	**$302**				

Analytics

KPMG

Program

Community Planning

Department

Planning, Development & Legislative Services

Service Type

External

Budget ($,000s)

Compensation	$399
Supplies & Services	$18
Grants & Pmts	$0
Capital	$5
Allocations	$1
Total Costs	**$423**
User Fees	$0
Other Gov	$0
Int Recoveries	$0
Property Taxes	$423
Total Revenues	**$423**
FTEs	4.0

Service Description

The Research and Analytics Group develops population and employment forecasts, monitors land use, economic, housing and demographic indicators, tracks and analyses development application data, analyzes census and NHS data, and provides continued support for infrastructure planning and monitoring. Analyzing and forecasting patterns of employment and population location within rapidly changing urban regions requires a thorough understanding of the processes affecting urban development, and the models and tools appropriate to measure and predict the structure of the evolving Region.

Performance

There is no comparable FIR or OMBI measure.

Rationale For Service Level Assessment & Service Type

This service is largely internal, supporting the work of other departments, but it also responds to information requests from outside the Regional organization. In addition to regular data collection, interpretation and analysis, the Research and Analytics Group deals with between 550 and 650 information requests annually from various Regional Departments, Area Municipalities, school boards, community organizations, universities, Conestoga College, and economic development agencies.

| Program	
Community Planning	
Department	
Planning, Development & Legislative Services	
Service Type	
External	
Budget ($,000s)	
Compensation	$242
Supplies & Services	$80
Grants & Pmts	$0
Capital	$387
Allocations	$1
Total Costs	**$710**
User Fees	$0
Other Gov	$0
Int Recoveries	$0
Property Taxes	$710
Total Revenues	**$710**
FTEs	2.2

Service Description

In addition to development review and environmental policy development profiled elsewhere, the RoW provides a wide range of services relating to environmental sustainability (corporate and community based services seeking to reduce the environmental footprint) and stewardship activities such as management of the Regional Forest System, and management of the RoW Stewardship Fund. Provide leadership in the implementation of a broad range of both sustainability and stewardship services within the community.

Performance

- The RoW has long been a leader in environmental protection.
- Established the first Environmentally Sensitive Policy Area (ESPSs) and first Environmentally Sensitive Landscape designations in the Province.
- Was the first to mandate watershed planning as a requirement to support urban development.
- The RoW is also providing leadership in environmental matters through financial incentive services that leverage other available funds to complete environmental stewardship projects, manage the Regional Forest system, and provide advice on stewardship and sustainability matters to various agencies and the community.

RoW Corporate Greenhouse Gas Emissions 2009 - 2013
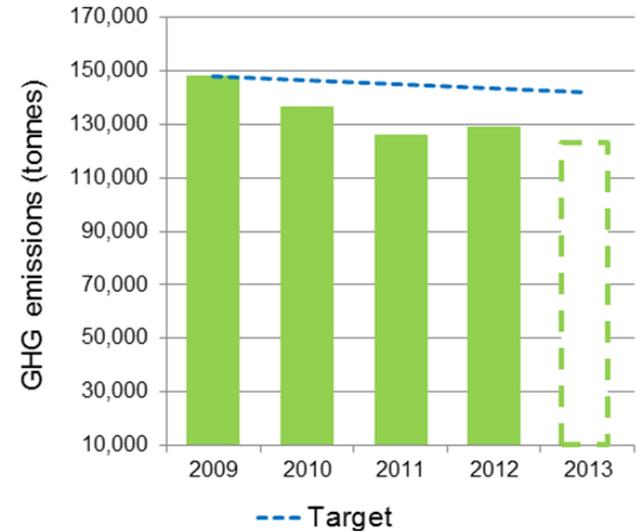
Rationale For Service Level Assessment & Service Type

The Stewardship activities are a traditional municipal role. The Sustainability activities are discretionary, reflecting community values and needs, although over time, they are becoming more central to many municipal processes. They are rated "S+" reflecting the Region's leadership in this area and dedicated resources.

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Sustainability The Sustainability Strategy essentially is the framework for RoW to continually reduce its corporate environmental footprint as well as influence the community to do the same through enabling services provided by the Region. Implementation responsibilities involve applying a Sustainability Lens to four main areas of Regional decision-making as the primary means to influence environmental impact: 1. Planning; 2. Purchasing; 3. Infrastructure and Asset Management; and, 4. Office and Field practices (e.g. use of paper, mode of business travel). Implementation actions are spread across five focus areas: 1. Air/energy (including GHG emissions); 2. Land; 3. Water; 4. Waste and Material Resources; and, 5. Culture (people's behaviors and attitudes).	Compensation $110 Supplies/Svcs $0 Allocation $0 Capital $52 Grants $0 **Total** **$162**		User Fees $0 Other Govs $0 Int Recovery $0 Property Tax $162 **Total** **$162**		S+ M	I/E 4	1.0	• With limited resources for implementation, sustainability staff have relied on a leveraged approach to service delivery by developing external partnerships and internal collaboration with various stakeholders towards assessing and improving corporate and community sustainability. • Internal collaborations have been used to develop the corporate energy plan, green purchasing guide and infrastructure Master Plan reviews leading to feasibility studies such as the proposed energy from waste thermal treatment plant as an alternative to landfilling municipal solid waste. • Recently a review of the 1st five years of implementation identified several challenges to improve upon moving forward including incorporating sustainability mandates and targets into departmental and budget plans, with the goal of spreading accountability across the organization and to integrate performance measurement of environmental metrics with other mainstream measures focused on service delivery and financial effectiveness. • These improvements will be essential for the RoW to reach its various goals as well as to effectively address current challenges and opportunities such as adapting to changing climate conditions and engaging in integrated community energy planning as an important foundation to successful local economic development.

Sub-Services						

| Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Stewardship Stewardship functions performed by the RoW include Management of Regional Forests, Forestry and tree management, Kissing Bridge Trailway partnership, Community Environmental Fund Serve on Stewardship bodies Including the Waterloo Stewardship Council, inter-municipal Tree By-law officer, and Regional Forest manager working groups, inter-municipal trail liaison group, and liaison with Goderich-to-Guelph Rail Trail Inc. Regional staff are also currently co-chairing an ad hoc working group to investigate the establishment of a community based conservation land trust.	Compensation	$132	User Fees	$0	**S**	**E**	1.2	• Implement the Regional Forest Management Plan, 2007-26 for 16 Regional woodlands. This involves day-to-day maintenance of the publicly-accessible tracts. In co-operation with the Waterloo Cycling Club, we offer a premier mountain-biking opportunity in the Petersburg Regional Forest. • Regional staff administer the Community Environmental Fund. Typically, there are about 20 stewardship projects each year. • Regional staff provide technical advice to Area Municipalities and private landowners on the management of woodlands, to Transportation and Environmental Services staff on tree management on Regional roads and wellheads, and to by-law Enforcement staff on the Regional Woodland Conservation By-law.
	Supplies/Svcs	$80	Other Govs	$0				
	Allocation	$1	Int Recovery	$0	**M**	**2**		
	Capital	$335	Property Tax	$548				
	Grants	$0						
	Total	**$548**	**Total**	**$548**				

Licensing & Enforcement

Program	
Public Health and Safety	

Department	
Planning, Development & Legislative Services	

Service Type	
External	

Budget ($,000s)	
Compensation	$716
Supplies & Services	$72
Grants & Pmts	$0
Capital	$37
Allocations	$26
Total Costs	**$851**
User Fees	$210
Other Gov	$0
Int Recoveries	$383
Property Taxes	$258
Total Revenues	**$851**
FTEs	8.2

Service Description

The Region issues taxicabs, limousine, salvage yard and second hand shop licenses.

It provides enforcement services for Regional By-laws, and Provincial statues including the Smoke Free Ontario Act.

It provide business licensing related inspections for legislatively defined matters.

Performance

OMBI information show ROW is substantially below the number of licenses issued per 100,000 population.

OMBI data also shows the Regional cost for licenses per 100,000 population is extremely low at $32,426, compared to the median of $417,965.

These numbers reflect the limited role the Region has, compared to most licence issuers, who are single tier or lower tier municipalities. There are no other Upper tier Municipalities in a similar position at this time.

Total Licenses Issued by Year
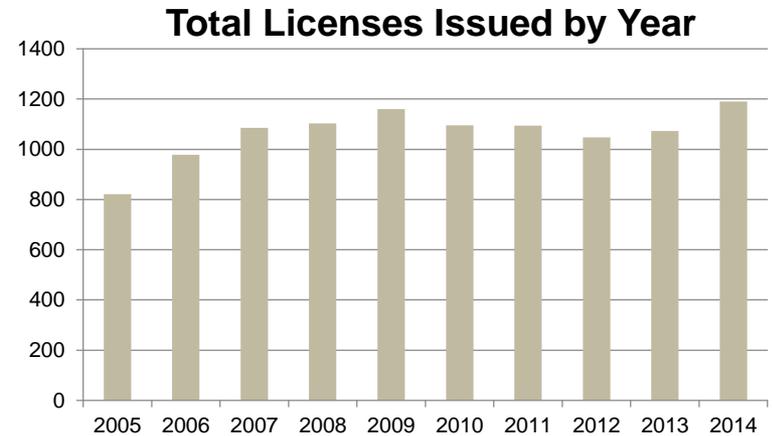
* Includes Taxi-Cab, Limousine, Special Transportation, Salvage Yards, Second-Hand Shops

Rationale For Service Level Assessment & Service Type

- The Smoke Free Ontario inspections are mandatory, required by provincial legislation. The licencing is a traditional municipal experience. The Region of Waterloo is limited by legislation in what it can license. For most licence categories, the area municipalities have authority.

- Service levels are generally at standard, although the Smoke Free Ontario service does exceed provincial requirements.

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Licencing The Region issues licenses for taxicabs, limousines, salvage yards and second hand shops.	Compensation	$487	User Fees	$211	S	E	6.2	• The Region of Waterloo licenses:
	Supplies/Svcs	$55	Other Govs	$0				• Taxis - 5 Brokers Licenses, 336 Regular Taxi-Cab Owner Licenses, 21 Accessible Taxi-Cab Owner Licenses, 659 Taxi-Cab Driver's Licenses
	Allocation	$25	Int Recovery	$174	C	3		
	Capital	$37	Property Tax	$218				• Limousines - 102 licenses
	Grants	$0						• Special transportation – 3 licenses
	Total	**$603**	**Total**	**$603**				• One inspection required per year on above noted vehicles, random follow up if problems determined
								• Salvage Yards – 23 licenses inspected 2x per year
								• Second Hand Goods – 80 licenses inspected 2x year
								• Licensing and Enforcement Services responded to 717 by-law complaints, 182 Weed complaints in the last 12 months.

Licensing & Enforcement

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Smoke Free Ontario This service involved inspection of tobacco vendors	Compensation	$229	User Fees	$0	S+	E	2	• Under the Provincial Directive the Region is required to conduct mandatory youth access inspections and tobacco vendor display and promotion inspections.
	Supplies/Svcs	$17	Other Govs	$0				
	Allocation	$2	Int Recovery	$209	L	1		• In both areas the Region has completed the required inspection at a 99.3% or higher, exceeding the Ministry requirement of 94% inspection rate.
	Capital	$0	Property Tax	$40				• 322 vendors were inspected twice with an officer and youth test shopper.
	Grants	$0						• 326 vendors were inspected once.
	Total	**$248**	**Total**	**$248**				

Economic Development

Program

Community Development

Department

Planning, Development & Legislative Services

Service Type

External

Budget ($,000s)

Compensation	$340
Supplies & Services	$115
Grants & Pmts	$1,173
Capital	$947
Allocations	$8
Total Costs	**$2,583**
User Fees	$240
Other Gov	$0
Int Recoveries	$0
Property Taxes	$2,343
Total Revenues	**$2,583**
FTEs	3.0

Service Description

Working collectively and cooperatively, regional economic development is committed to encouraging and facilitating balanced development that fosters the creation and preservation of good jobs, enterprises, and services while at the same time preserving and enhancing an attractive quality of life.

Performance

Please see next page.

Unemployment Rates for the Kitchener-Cambridge-Waterloo CMA, 2008-2014 (annualized)

Source: Statistics Canada, 2014 Labour Force Survey by Census Metropolitan Area, based on 2011 Census boundaries and expansion factors

Rationale For Service Level Assessment & Service Type

- Economic development is a traditional municipal service, although the grants to support targeted developments is a discretionary service offered to achieve local priorities.

- The intensive commitment to the development of the Hub is a higher level of service than standard.

Economic Development

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Strategy Development The development of an economic development strategy based upon a comprehensive stakeholder engagement process, as well as extensive research and analysis of a future both desired and possible.	Compensation	$340	User Fees	$0	S	E	3.0	Details of a new economic development corporation are currently being ratified by all Municipal Councils. The Region and all Area Municipalities, would be the sole shareholders, with the Corporation governed by an independent Board.
	Supplies/Svcs	$5	Other Govs	$0				
	Allocation	$8	Int Recovery	$0	M	3		
	Capital	$3	Property Tax	$356				
	Grants	$0						
	Total	**$356**	**Total**	**$356**				
Economic Development Grants The Region of Waterloo offers a number of grant services for property owners and developers to help offset costs of improvements and conversions of heritage properties, core area properties and buildings and LEED certified buildings.	Comp	$0	User Fees	$0	S	E	0.0	**Economic Development Grants** In this Service Review there is $957k which includes the following: • CTT-Technology Triangle $468 • Communitech $35 • Tourism Organizations $300 • Economic Development and Promotion (EDP council) $154 • Additional funds to support new Economic Development Corporation $216,000 Region provides funding to organizations and activities viewed as important to the development of the economic development eco-system.
	Supplies/Svcs	$0	Other Govs	$0				
	Allocation	$0	Int Recovery	$0	M	4		
	Capital	$0	Property Tax	$1,173				
	Grants	$1,173						
	Total	**$1,173**	**Total**	**$1,173**				

	Sub-Services						

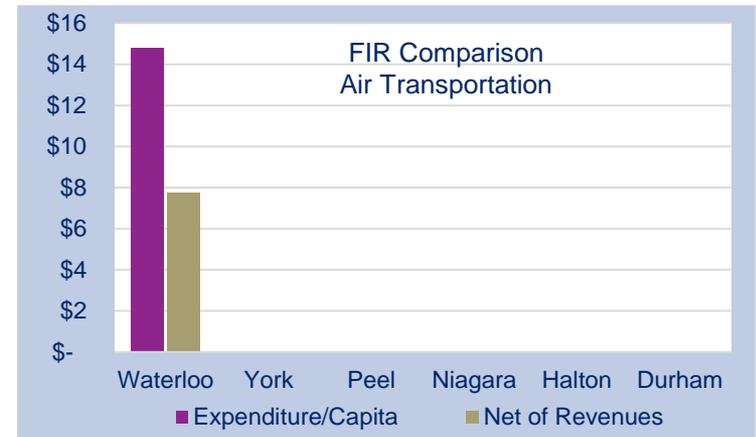| Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Multi-Modal Hub The RoW is developing a multi-modal hub at the corner of Victoria and King Streets that will link Go Rail, VIA Rail, intercity bus, the ION rapid transit system, and GRT with other modes of transportation to provide internal and external transportation connections for the residents of the Region.	Compensation	$0	User Fees	$240	**A**	**E**	0.0	Site now zoned. Environmental Assessment work complete. Additional assessment of fiscal options to Finance being explored. Discussion with Metrolinx also occurring, as daily GO Train service is expanded in 2016.
	Supplies/Svcs	$110	Other Govs	$0				
	Allocation	$0	Int Recovery	$0	**M**	**4**		
	Capital	$944	Property Tax	$814				
	Grants	$0						
	Total	**$1,054**	**Total**	**$1,054**				

Waterloo Regional Airport

KPMG

Program

Economic & Cultural Development

Department

Waterloo Regional Airport

Service Type

External

Budget ($,000s)

Compensation	$2,327
Supplies & Services	$1,965
Grants & Pmts	$0
Capital	$4,217
Allocations	**$798**
Total Costs	**$9,307**
User Fees	$4,151
Other Gov	$0
Int Recoveries	$0
Property Taxes	$5,156
Total Revenues	**$9,307**
FTEs	27.0

Service Description

The Region of Waterloo operates an airport in accordance with Transport Canada regulations providing all season facilities for airlines, ground handlers, Canada Customs and Security to process passengers.

Westjet, American Airlines and Sunwing are scheduled carriers for the airport. The Region is also landlord for approximately 50 privately owned and operated buildings on the airport campus (land leases).

Performance

The other Regional Governments do not operate airports.

The WRA is:

- Busiest General Aviation Airport in Ontario
- Fees lowest among peer Ontario Airports
- Very high fixed cost structure
- Only using 50% terminal capacity currently
- Almost all asphalt is within 6 years old
- 2014 record number of passengers (145,500).

FIR Comparison Air Transportation (bar chart comparing Waterloo, York, Peel, Niagara, Halton, Durham for Expenditure/Capita and Net of Revenues)

Rationale For Service Level Assessment & Service Type

- The airport is a discretionary service, operated to achieve community goals and objectives, largely related to economic development.
- Service level determined by Transport Canada – Certified Airports.

Waterloo Regional Airport

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Airport Support Services Provide management and back office support services such as finance & administration, to support airport operations.	Compensation	$375	User Fees	$0	**S**	**E**	5.5	• Accounts Payable
	Supplies/Svcs	$52	Other Govs	$0				• Budgeting
	Allocation	$0	Int Recovery	$0	**M**	**4**		• Lease Administration (50 leases)
	Capital	$3	Property Tax	$430				• Invoicing
	Grants	$0						• General Administration
	Total	**$430**	**Total**	**$430**				• Filing
Business development and marketing Provide business development initiatives for new businesses (on airport campus) and airlines to locate to the airport.	Comp	$251	User Fees	$50	**S**	**E**	2.75	• Traditional marketing efforts
	Supplies/Svcs	$268	Other Govs	$0				• Social Media
	Allocation	$3	Int Recovery	$0	**M**	**4**		• Communications
	Capital	$1	Property Tax	$473				• Event Management (20 events)
	Grants	$0						• Advertising Sales
	Total	**$523**	**Total**	**$523**				

Waterloo Regional Airport

	Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

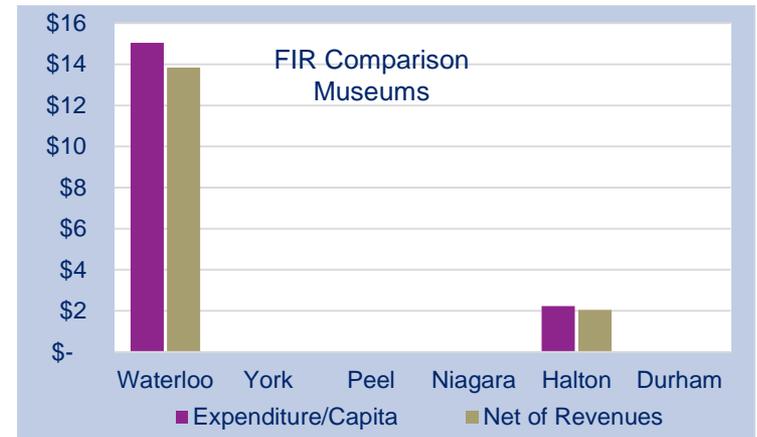| **Subservice Name & Description**	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Airport Operations Operate the airport in accordance with Transport Canada regulations. Provide all season facilities for airlines, ground handlers, Canada Customs and Security to process passengers.	Compensation	$1,445	User Fees	$4,101	S	E	16.5	• AOS Model – cross trained Airport Rescue FireFighters / Maintenance • 4 crews of 3 AOS (1 LeadHand, 2 AOS) • Supplement with 4 seasonal employees (Nov – March) • Groundside maintenance contracted out
	Supplies/Svcs	$1,634	Other Govs	$0				
	Allocation	$777	Int Recovery	$0	M	4		
	Capital	$365	Property Tax	$120				
	Grants	$0						
	Total	**$4,221**	**Total**	**$4,221**				
Construction & Development This activity includes the debt payments on funds borrowed to develop the airport facilities and the costs of ongoing facility upgrades and lifecycle replacement.	Compensation	$256	User Fees	$0	S	E	2.25	• No expansion projects currently scheduled • Capital budget is $27,412,000 over 10 years • 2015 net property tax levy $5.1M (proposed)
	Supplies/Svcs	$11	Other Govs	$0				
	Allocation	$18	Int Recovery	$0	M	4		
	Capital	$3,848	Property Tax	$4,133				
	Grants	$0						
	Total	**$4,133**	**Total**	**$4,133**				

Museums

Program

Economic & Cultural Development

Department

Planning, Development & Legislative Services

Service Type

External

Budget ($,000s)

Compensation	$3,385
Supplies & Services	$912
Grants & Pmts	$0
Capital	$2,776
Allocations	$1,237
Total Costs	**$8,310**
User Fees	$164
Other Gov	$154
Int Recoveries	$0
Property Taxes	$7,992
Total Revenues	**$8,310**
FTEs	52.1

Service Description

This service involves the administration, operation and promotion of Waterloo Region Museum, Doon Heritage Village, Joseph Schneider Haus and McDougall Cottage which include exhibit galleries, heritage buildings, community spaces and gift shops. Also the Region of Waterloo Curatorial Centre and designated Class A storage at JSH, which together house about 55,000 historical artifacts and one million archaeological artifacts.

Performance

- The Region of Waterloo museums outperform most municipal museums in Ontario across a spectrum of service levels. For example:
- Earned revenues as a % of net operating budget (ie excluding capital costs) for Waterloo Region Museum is 19% as compared to Grey Roots (Grey County) 15%.
- Average number of museum members for municipal museums in Ontario is fewer than 200; the Region of Waterloo Museums has in excess of 800 members.
- Earned revenue of $558,500 in 2014 is 28% increase over 2012.
- 2014 attendance: WRM/DHV – 88,218 ; JSH – 15,085; MCD - 3811
- Additional comparative data will be available later in 2015 from Ontario Museum Association benchmarking project and MCTS data extraction request.

FIR Comparison Museums

Chart: FIR Comparison Museums. X-axis categories: Waterloo, York, Peel, Niagara, Halton, Durham. Legend: Expenditure/Capita (purple), Net of Revenues (tan). Waterloo shows approximately $15 Expenditure/Capita and $14 Net of Revenues; Halton shows approximately $2 for both bars.

Rationale For Service Level Assessment & Service Type

- WRM/DHV and JSH meet the basic standards for museum operations established by the Province of Ontario (Ontario Heritage Act, Reg 877R.R.O. 1990 as amended) including days of operation and housing collections; they receive Provincial Community Museum Operating Grants (CMOG).

- Museums are a traditional service offered by municipalities. Of the ~200 museums receiving CMOG, 112 are owned and operated by a municipality.

- Museums in Ontario operate at a wide range of service levels. The museums operated by the Region of Waterloo meet or exceed the basic standards of professional practice in the museum industry.

- Clients include school groups (K through high school), community organizations, public, and event promoters.

KPMG

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Collections & Exhibits WRM has 15000 sq ft long term gallery where exhibits focus on the people, culture and history of Waterloo Region. Temporary exhibits in the 5000 sq ft gallery and throughout the building appeal to defined audiences and spark community dialogue. JSH has 2 galleries which showcase the Folk-Artist-in-Residence, the collections, and related themes. MCD exhibits art and artifacts related to Scottish Culture and local history.	Compensation	$552	User Fees	$478	**S**	**E**	5.9	• As result of a Review (completed in 2013), the collection, development, and exhibit management has been consolidated under one Supervisor. • Responsible for conserving and storing over 55,000 artifacts; the Curatorial Centre is 95% full. • Build and install about 10 exhibits per year at 3 sites • Currently implementing collection development software to better manage and access collection documentation. • Acquire or receive through donation numerous artifacts/collections per year. Anticipate significant collection from Maple Leaf/Schneiders in 2015. • WRM is a popular location for weddings, receptions, conferences, etc; 2014 visits included weddings 5275, external groups 6525, regional staff meetings 3034.
	Supplies/Svcs	$482	Other Govs	$154				
	Allocation	$1,179	Int Recovery	$0	**C**	**3**		
	Capital	$2,776	Property Tax	$4,357				
	Grants	$0						
	Total	**$4,989**	**Total**	**$4,989**				
Education JSH and WRM offer ~40 curriculum-based programming from K to 12. Both sites offer living history interpretation by costumed staff. All sites host many other services, talks and events on weekends, evenings etc.	Compensation	$2,494	User Fees	$164	**S**	**E**	42.6	• Visitor survey during Review found 88% "very satisfied" with experience. • Changing school times, and transportation to the sites are current challenges. • Would like to consider outreach opportunities. • Programming is required to receive Provincial Community Museums Operating Grant. • 2014 Education services: WRM/DHV – 26,344; JSH – 5284. • 2014 Casual/Event Visitors: WRM/DHV – 47031; JSH – 9801; MCD – 3811.
	Supplies/Svcs	$173	Other Govs	$0				
	Allocation	$0	Int Recovery	$0	**L/IS**	**3**		
	Capital	$0	Property Tax	$2,503				
	Grants	$0						
	Total	**$2,667**	**Total**	**$2,667**				

Service Profile
Museums

	Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**

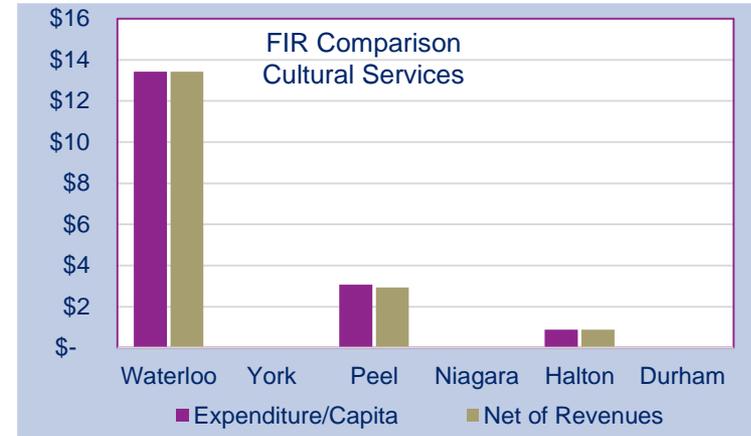| **Subservice Name & Description**	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Marketing A unified marketing service for all 3 sites includes common website, landing page with joint calendar of events, unified look for promotional material, joint marketing, notably half page space in Saturday Record, unified annual marketing and promotion plan, and centralized production of marketing materials.	Compensation	$339	User Fees	$0	**S**	**E**	3.6	• All 6 marketing-related recommendations from 2012 Review have been implemented • Advertise in approximately 25 publications per year • 95,000 unique visits to museum websites in 2014 • Participate in community events such as Heritage Showcase and Doors Open • Reciprocal marketing initiatives, ex TheMuseum and KW Symphony
	Supplies/Svcs	$257	Other Govs	$0				
	Allocation	$58	Int Recovery	$0	**IS**	**3**		
	Capital	$0	Property Tax	$654				
	Grants	$0						
	Total	**$654**	**Total**	**$654**				

Cultural Heritage

Program

Economic & Cultural Development

Department

Planning, Development & Legislative Services

Service Type

External

Budget ($,000s)

Compensation	$285
Supplies & Services	$92
Grants & Pmts	$914
Capital	$3
Allocations	$5
Total Costs	**$1,299**
User Fees	$0
Other Gov	$0
Int Recoveries	$0
Property Taxes	$1,299
Total Revenues	**$1,299**
FTEs	2.6

Service Description

The Cultural Heritage service maintains and enhances the Region's quality of life and sense of place through: heritage conservation, arts and culture development, archaeological and heritage review of Regional projects, policies and development applications, facilitation of strategic cultural planning and funding partnerships, community development and outreach, including arts, culture and heritage education and programming, special events, and public art acquisition, conservation, and collection management.

Performance

- Have commissioned 12 public artworks, using funds from the Public Art Reserve Fund and capital funds from major construction projects.
- There are plans for 12 future installations.
- Host close to 15,000 visitors annually to the Doors Open event.
- WR Doors Open event is the fifth largest in the province and is 18th out of the 49 events in terms of cost/visitor attending the event.
- Clients include internal staff, heritage organizations, arts organizations, area municipal staff, heritage volunteers, 2 public advisory committees (HPAC and PAAC).

FIR Comparison Cultural Services

Chart categories: Waterloo, York, Peel, Niagara, Halton, Durham
Legend: Expenditure/Capita, Net of Revenues

Rationale For Service Level Assessment & Service Type

- Municipal requirements to conserve archaeological and heritage resources under the Planning Act, Environmental Assessment Act, and Ontario Heritage Act.
- Providing grants to cultural organizations is a traditional municipal role.
- In other Regions, functions likely distributed among planning, economic development, transportation, etc.

		Sub-Services					

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Public Art — A service that commissions public art for Regional properties; develops and promotes opportunities for artistic expression, arts education and audience development by encouraging access to the arts for all.	Compensation	$60	User Fees	$0	B	E	0.5	• Current funding is up to $30,000 from larger building capital projects; previous annual allocation of $65,000 was removed in 2014 budget. • Many municipalities use 1% for public art guideline for internal projects as well as development proposals. • Public Art Advisory Committee to consider Terms of Reference, membership, and funding options in 2015-2016.
	Supplies/Svcs	$0	Other Govs	$0				
	Allocation	$0	Int Recovery	$0	C	4		
	Capital	$0	Property Tax	$60				
	Grants	$0						
	Total	**$60**	**Total**	**$60**				
Grants To the Arts Community — A service that supports cultural funding to ensure a vibrant, inclusive and attractive community; provides a balance of funding to both Regional pillar organizations and emerging artists.	Compensation	$49	User Fees	$0	S/B	E	0.4	• For 2013-2015, Council approved grant funding ($914,000 annually) to 3 core arts and culture organizations (KW Symphony, THEMUSEUM, Grand Philharmonic Choir) plus $41,000 leveraging funding for Creative Enterprise Initiative (CEI) to support emerging organizations. • Also includes $100,000 operating grant for CEI • Joint project with Kitchener and Waterloo currently underway to propose framework for future municipal funding approach. • Decision needed by Regional Council in 2015 on which organizations to fund for 2016-2019.
	Supplies/Svcs	$0	Other Govs	$0				
	Allocation	$0	Int Recovery	$0	C	3		
	Capital	$0	Property Tax	$963				
	Grants	$914						
	Total	**$963**	**Total**	**$963**				

Cultural Heritage

Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Heritage Policy Development and Implementation A mandated service that ensures archaeological and cultural heritage resources are conserved through the Environmental Assessment and development planning approvals processes; includes research, policy development, and maintenance of the Regional inventory of cultural heritage resources and archaeological potential model.	Compensation	$176	User Fees	$0	**S**	**I/E**	1.9	• Respond to approximately 120 heritage review requests per year including Preliminary Design Reports, archaeological potential, staff and advisory committee comments and public information requests. • Contribute $35,000 annually to support heritage conservation and research projects. • The internal staff review of heritage and archaeological resources potentially affected by development or infrastructure plans ensures issues are identified early. • Provide staff support to Heritage Planning Advisory Committee, 10 meetings per year.
	Supplies/Svcs	$92	Other Govs	$0				
	Allocation	$5	Int Recovery	$0	**L/C**	**1**		
	Capital	$3	Property Tax	$276				
	Grants	$0						
	Total	**$276**	**Total**	**$276**				

KPMG

Program

Economic & Cultural Development

Department

Region of Waterloo Library

Service Type

External

Budget ($,000s)

|	
Compensation	$2,113
Supplies & Services	$374
Grants & Pmts	$0
Capital	$73
Allocations	$242
Total Costs	**$2,802**
User Fees	$44
Other Gov	$123
Int Recoveries	$60
Property Taxes	$2,575
Total Revenues	**$2,802**
FTEs	31.6

Service Description

The Region of Waterloo Library provides library services to residents of North Dumfries, Wellesley, Wilmot, and Woolwich through 10 branches and Library Headquarters. Services provided include print, audio-visual, and electronic collections and databases, courses with an emphasis on family literacy and technology training, community space, local history, public internet access and computers, and excellent staff service.

Cost per Capita — Waterloo, Huron, Middlesex, Oxford, Wellington

Performance

OMBI and Regional FIR comparators reflect large urban library systems serving highly populated and relatively compact areas. Using Cost Per Capita from the MTCS Annual Survey of Public Libraries, RWL is at the lower end of the 5 systems with similar population.

The data also indicates that, when compared to the twelve other County Libraries in Ontario, RWL is performing better than average. With a turnover rate of 2.34, RWL's items were borrowed more than the average of 2.22. The total use is 1% above average, but with a 22% lower cost per use at $3.33. The electronic use is 113% above average.
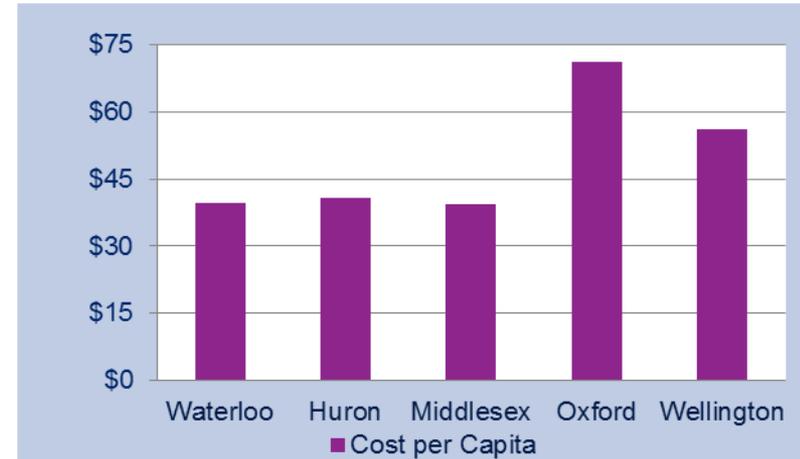
Rationale For Service Level Assessment & Service Type

- The Public Libraries Act requires each municipality to maintain a public library service.
- The Region of Waterloo Library serves the townships of Wellesley, Wilmot, Woolwich and North Dumfries.
- Like all county libraries in Ontario, RWL serves a broad geographical area with a diverse range of communities.
- With ten branches, RWL is more expensive to maintain than its city counterparts, but it does so at a cost per use that is significantly lower than other county library comparators.
- The RWL budget is funded by an operating grant from MTCS, occasional other grants, and Township property owners from property taxes. The property tax funding is proportionately shared among the Townships based on the total value of assessed property.

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Branch Operations & Collections Responsibilities include: furnish, staff and operate 10 branches plus library headquarters; select, purchase, catalogue and distribute materials to branches; process requests for inter-branch and inter-library materials; maintain website to promote, inform, provide access to catalogue; collect and asses operating statistics; and implement and support technology. Partnerships reduce costs for RWL. Examples include: automation software (Ontario Library Consortium); audio-visual collection (Download Library); and reciprocal memberships in adjacent library systems.	Compensation	$1,697	User Fees	$42	**S**	**E**	24.5	• RWL website provides access to 268,000 item catalogue, 24 electronic databases, on-line registration and computer booking; 120,000 uses. • Branches open total of 277 hours per week; no Sunday/Monday service. Six smallest only open 18 hours per week. • All service provided by trained library staff, supported by 9 HQ staff. • Total circulation 415,380 (2014); print circulation declining while electronic circulation increasing. • Challenges include balancing collections expenditures, increasing cost of materials, public expectations for new technology in branches.
	Supplies/Svcs	$351	Other Govs	123				
	Allocation	$241	Int Recovery	$60	**L/IS**	**1**		
	Capital	$73	Property Tax	$2,137				
	Grants	$0						
	Total	**$2,362**	**Total**	**$2,362**				

Sub-Services

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Programming Provision and coordination of educational and recreational library services for all ages. The primary RWL focus is on family literacy services for children, following the Every Child Ready to Read approach. These are delivered by branch staff and one part-time Family Literacy Coordinator. The other focus is on computer literacy for adults, delivered by a part-time computer trainer. Partnerships reduce costs for RWL. Examples include: literacy services (Let's Read, OBOC) and the Summer Reading Club (TD Bank).	Compensation	$416	User Fees	$2	**B**	**E**	7.1	• Over 20,000 attendance; 18, 600 for childrens' programming.
	Supplies/Svcs	$23	Other Govs	$0				• Small charge (cost recovery) for services with special entertainment.
	Allocation	$1	Int Recovery	$0	**IS/T**	**3**		• Service Review recommended more services for teens, older adults, and families.
	Capital	$0	Property Tax	$438				• Currently being piloted in Ayr Branch as result of funding from a bequest.
	Grants	$0						• New staff position approved through 2015 budget.
	Total	**$440**	**Total**	**$440**				

Service Profiles

Department: Public Health & Emergency Services

1. Departmental Management and Support
2. Emergency Medical Response
3. Environmental Health
4. Chronic Disease & Injury
5. Infectious Diseases
6. Family Health
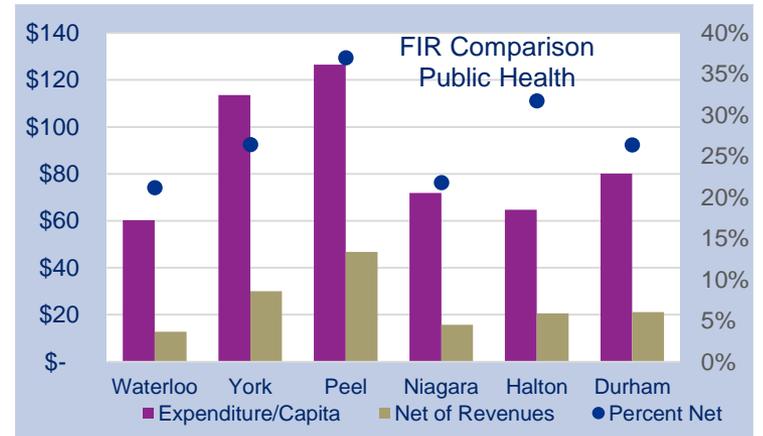7. Emergency Measures Office

Departmental Management & Support Services

Program
Corporate

Department
Public Health & Emergency Services

Service Type
Internal

Budget ($,000s)

Compensation	$4,242
Supplies & Services	$468
Grants & Pmts	$0
Capital	$268
Allocations	$1,186
Total Costs	**$6,164**
User Fees	$34
Other Gov	$4,642
Int Recoveries	$0
Property Taxes	$1,488
Total Revenues	**$6,164**
FTEs	**39.3**

Service Description

Departmental Commissioner - central support functions and oversight of the Public Health & Emergency Services Department.

Public Health Services are delivered according to the Health Protection and Promotion Act, the Ontario Public Health Standards, and associated protocols.

Delivery of ambulance services is according to the Ambulance Act of Ontario and other relevant legislation.

Both receive substantial provincial funding.

Performance

- As of end of calendar year 2014, ROWPHE is accountable for 26 indicators to the MOHLTC (10 'Health Promotion' and 16 'Health Protection'). The indicators are variable in terms of whether they are monitored for trends, or tracked against targets. In early 2014, ROWPHE reported its level of compliance to the Ministry of Health and Long-Term Care on 2013 Year-End indicators with associated targets. Of the 9 indicators requiring reporting at the time, 7 indicators met targets (78% overall compliance rate).

- The assessment of compliance was conducted with the inventory of 51 Organizational Standard requirements and several sub-requirements. The assessment findings indicate that there is compliance with the Organizational Standards. Fourteen percent (7 out of 51) of requirement areas have been identified for implementing improvements. The opportunities for improvement include strengthening the documentation and applying best practices as part of a quality assurance approach.

FIR Comparison Public Health

Chart with Expenditure/Capita, Net of Revenues, Percent Net for Waterloo, York, Peel, Niagara, Halton, Durham.

Rationale For Service Level Assessment & Service Type

- The Medical Office fulfills the statutory roles of the Medical Officer of Health in the Health Protection and Promotion Act R.S.O. 1990, and Regulations under that Act.
- Also includes departmental, central support services provided to the Public Health & Emergency Services Department.
- Under the Health Protection and Promotion Act, the Region of Waterloo Council serves as Waterloo Region's Board of Health. Boards of Health are expected to adhere to the Ontario Public Health Standards, which outline the expectations for providing public health services.
- Boards of health are also expected to adhere to the Ontario Public Health Organizational Standards, which outline the expectations for the effective governance of boards of health and effective management of public health units.

Departmental Management & Support Services

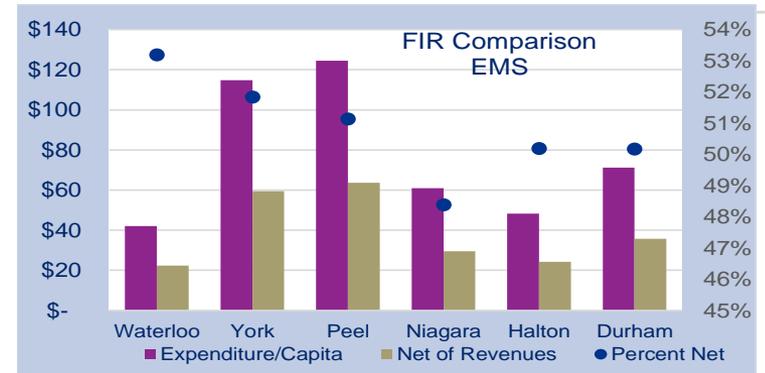| Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Public Health & Emergency Services Management The Medical Office fulfills the statutory roles of Medical Officer of Health in the Health Protection and Promotion Act (e.g. Ontario Public Health Standards, medical direction for outbreaks, communicable disease management, response to environmental exposures).	Compensation	$795	User Fees	$0	S	E	3.06	
	Supplies/Svcs	$28	Other Govs	$659				
	Allocation	$3	In Recovery	$0	L	1		
	Capital	$0	Property Tax	$167				
	Grants	$0						
	Total	**$826**	**Total**	**$826**				
Foundational & Organizational Services Provides supports for Waterloo Region Public Health across a broad spectrum of areas: a. Epidemiology and health analytics (e.g. public health surveillance, population health assessment, data quality assurance.). b. Continuous quality improvement and strategic initiatives including operational planning, research support, and performance measurement/reporting. c. Health communications, media/ public relations, resource centre. d. General administrative support.	Compensation	$3,447	User Fees	$34	S	E/I	36.24	• From 2012-2014, there were 42 Quickstats reports on Chronic Disease Mortality, Smoking Status, Population Estimates and 3 major Health Status Reports on Cancer, Poverty Indicators and Maternal and Infant Health in Waterloo Region. • Waterloo Region is one of the 36 Ontario Health Units required to establish targets, measure, and report performance to the Ministry of Health and Long Term Care annually. • In 2014 there were 17 million Public Health website hits and more than 125,000 visitors to the website; 33,338 information and service requests by phone to the Service First Call Centre for Public Health, 1064 information requests, and 567 resources circulated to the public via the Resource Centre.
	Supplies/Svcs	$440	Other Govs	$3,983				
	Allocation	$1,183	In Recovery	$0	L	1		
	Capital	$268	Property Tax	$1,322				
	Grants	$0						
	Total	**$5,338**	**Total**	**$5,338**				

Program

Public Health & Safety

Department

Public Health & Emergency Services

Service Type

External

Budget ($,000s)

Compensation	$19,901
Supplies & Services	$2,067
Grants & Pmts	$0
Capital	$1,757
Allocations	$923
Total Costs	**$24,648**
User Fees	$22
Other Gov	$12,022
Int Recoveries	$150
Property Taxes	$12,454
Total Revenues	**$24,648**
FTEs	**169.2**

Service Description

- Responsible for Pre-Hospital care and transport of the sick and injured residents, as well as visitors to the Region of Waterloo
- Providing seamless service with surrounding municipalities
- Providing "Excellence in Patient Care" to the residents and visitors to the Region of Waterloo on every request for service, including the ability to qualitatively and quantitatively show the results in an open and transparent manner
- Conforms to the Ambulance Service Review requirements, monitoring and assessing levels of response, as indicated by historical call volumes, call patterns, and quality assurance services in place to comply with legislation

Performance

- Adherence to our mandated Response Time Performance Plan (RTPP) as approved by Council and required through legislation.
- OMBI reports lower demand for EMS services in RoW (63 calls per year per 1,000 people) than elsewhere (123 on average). Costs to provide an hour of ambulance service in the RoW are slightly above average ($202 vs. an average of $193), but the RoW is able to provide significantly fewer hours of service (206 per 1,000 population) than other cities (average of 332) and still reach 75% of cardiac and other high priority calls within 8 minutes (other cities vary from 64% to 86%).
- As per Ontario Reg 267/08, the Region of Waterloo Paramedic Service Response Time Performance Plan is approved by Council and submitted to the MOHLTC EHSB, in accordance with the Ambulance Act of Ontario.

FIR Comparison EMS — Expenditure/Capita, Net of Revenues, Percent Net for Waterloo, York, Peel, Niagara, Halton, Durham

Response Time Performance Plan (RTPP) Results

	RTPP Target	Approved ROW 2013 Target	2013 Results	Approved ROW 2014 Target	2014 Results
Sudden Cardiac Arrest (SCA)	Defibrillator Response in 6 minutes or less (Set by MOHLTC)	50 %	42 %	50 %	39 %
CTAS 1	EMS Response in 8 minutes or less (Set by MOHLTC)	70 %	66 %	70 %	66 %
CTAS 2	EMS Response in 10 minutes 30 seconds or less	80 %	82 %	80 %	83 %
CTAS 3	EMS Response in 10 minutes 30 seconds or less	80 %	77 %	80 %	78 %
CTAS 4	EMS Response in 10 minutes 30 seconds or less	80 %	74 %	80 %	74 %
CTAS 5	EMS Response in 10 minutes 30 seconds or less	80 %	71 %	80 %	71 %

Rationale For Service Level Assessment & Service Type

- Ensures proper provision of ambulance service as dictated by the Ambulance Act of Ontario and other relevant legislation, and further conforms to the Ambulance Service Review requirements through monitoring and assessing levels of response as indicated by historical call volumes and patterns. Quality assurance services are also in place to ensure compliance with legislation.

Emergency Medical Response

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Emergency Medical Care and Patient Transportation A public safety service providing emergency response and health care to the ill and injured, as well as ensuring balanced emergency coverage.	Compensation	$19,901	User Fees	$22	S-	E	169.2	• In 2014 the 90th Percentile response time increased from 11:08 to 11:34. We continue to report 90th Percentile for historical reference, not for setting performance measures/standards.
	Supplies/Svcs	$1,984	Other Govs	$12,022				
	Allocation	$923	In Recovery	$150	C	2		
	Capital	$1,757	Property Tax	$12,371				• Staffed ambulances ranges from 18 ambulances and 3 Emergency Response Units (ERU)** at peak staffing to a low of 8 ambulances, operating from 10 stations located within the Region of Waterloo.
	Grants	$0						
	Total	**$24,565**	**Total**	**$24,565**				

• ** ERU's are staffed with one paramedic to respond to medical emergencies in the rural areas of the Region until an ambulance can respond to the scene.

• Call volumes in 2014 increased by over 5 % from 34,659 in 2013 to 37,000 in 2014. CTAS 1 calls remained steady at @ 1-1.5 % of total call volume.

• The Region of Waterloo Paramedic Services will add one (1) additional twelve (12) hour ambulance to its staffing pattern as of July 01, 2015, as approved by Council in the 2015 budget, which will assist in trying to reduce the 90th Percentile and overall response times for calls.

• Offload Nurse funding was decreased slightly from the 2013/14 fiscal allotment. This was despite the fact that offload delay slightly increased from 2013 to 2014. Offload delay still remains an issue for Waterloo Paramedic Services, yet we continue to collaborate with our area hospital partners to find efficiencies allowing us to clear offload delays quicker.

• Paramedic Services aims to ensure balanced emergency coverage and compliance with response time targets wherever possible (given current growing call demand).

Emergency Medical Response

Sub-Services							

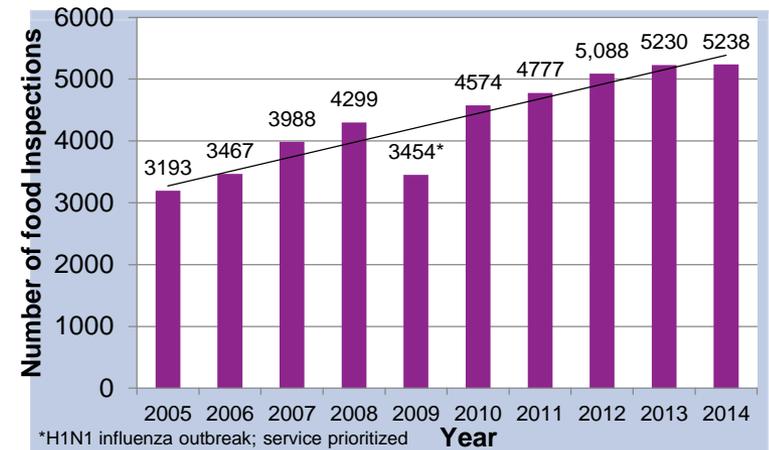| Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Public Access Defibrillators Paramedic Services works in conjunction with St. John Ambulance to administer the Public Access Defibrillation (PAD) within the RoW. Currently there are 426 PADs placed within the region for the general public to access and use should someone suffers a cardiac arrest.	Compensation	$0	User Fees	$0	**S**	**E**	0	• In 2014 the PAD recorded seven (7) uses of a PAD, by having a defibrillator in a public venue to be used in resuscitation efforts. • Paramedic Services will review the PAD during 2015, with input from stakeholders, with a goal of increasing efficiency and making it financially self-sustaining.
	Supplies/Svcs	$83	Other Govs	$0				
	Allocation	$0	In Recovery	$0	**M**	**4**		
	Capital	$0	Property Tax	$83				
	Grants	$0						
	Total	**$83**	**Total**	**$83**				

Program

Public Health & Safety

Department

Public Health & Emergency Services

Service Type

External

Budget ($,000s)

Compensation	$3,209
Supplies & Services	$154
Grants & Pmts	$0
Capital	$0
Allocations	$1
Total Costs	**$3,364**
User Fees	$0
Other Gov	$,2547
Int Recoveries	$0
Property Taxes	$816
Total Revenues	**$3,364**
FTEs	**31.65**

Service Description

The Health Protection and Investigation division goal is to prevent or reduce the burdens of:

a. food-borne illness
b. water-borne illness related to drinking water
c. water-borne illness and injury related to recreational water use
d. illness from health hazards in the physical environment as defined in the Act.

Includes routine inspections and 24 hours a day 7 days a week investigations in response to issues as they arise.

Performance

- Ministry of Health and Long Term Care sets performance and inspection expectations through Ontario Public Health Standards and Accountability Agreements (AA).
- Environmental Health has met all AA goals put forward by the Ministry to date in Food Safety, Safe Water, Tobacco, Rabies, and Infection Control.
- 100% of required food inspections achieved, 100% of required pool and spa inspections achieved, 100% of required personal service setting inspections achieved, 100% of required tobacco inspections achieved.

Rationale For Service Level Assessment & Service Type

- Operates at service level standard. Service is funded 75% by the province, and Region contributes 25%. This is a mandatory service as inspection, education, enforcement, and promotion are required by the Health Protection and Promotion Act R.S.O. 1990, and Regulations under that Act. The service activities meet the service level required by MOHLTC and Ontario Public health Standards.

Number of food Inspections vs Year:

3193 (2005), 3467 (2006), 3988 (2007), 4299 (2008), 3454* (2009), 4574 (2010), 4777 (2011), 5,088 (2012), 5230 (2013), 5238 (2014)

*H1N1 influenza outbreak; service prioritized

Environmental Health

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Food Safety The goal of Public Health's food safety service is to prevent or reduce the burden of food-borne illness in the public. Food safety service activities focus on four general areas: routine inspections, enforcement actions, requests for service, and education. The service is guided by the Ontario Public Health Standards, the Food Safety Protocol, and the Ontario Food Premises Regulation 562/90 under the Health Protection and Promotion Act.	Compensation $1,579 Supplies/Svcs $71 Allocation $0 Capital $0 Grants $0 **Total $1,650**		User Fees $0 Other Govs $1,253 In Recovery $0 Property Tax $398 **Total $1,650**		S L	E 1	15.54	• General service delivery model - each Inspector is responsible for all services in a designated geographic area. • 100% of all Food Premises are inspected in accordance with Ontario Public Health Standards protocols. (High Risk - once every 4 months; Moderate Risk - once every 6 months - Low Risk 1 inspection per year). • In 2014, there were 5238 compliance inspections and re-inspections, 269 complaint investigations, and 64 suspected Food Borne Illness investigations. • There were 23 Provincial Offense Notices (tickets issued) in 2013 and 19 issued in 2014. • In 2013, there were 557 applications for food festivals reviewed with 62 inspections. In 2014, there were 506 applications reviewed with 57 inspections. • Food Handler Certification is provided in partnership with Conestoga College. There were 1273 food handlers certified in 2013 and 1168 certified in 2014, • Maintain "Check It We Inspect It" restaurant inspection results disclosure. • Liaise with Canadian Food Inspection Agency, Public Health Ontario, and Ontario Ministry of Agriculture and Food on food safety issues, recalls, enforcement, and Food Borne Illness investigations.

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Safe Water The goals of the Ontario Public Health Standards (OPHS) for the Safe Water service are to: • Prevent or reduce the burden of water-borne illness related to drinking water; and • Prevent or reduce the burden of water-borne illness and injury related to recreational water use. Safe water activities fall into three focus areas: regulated drinking water systems, non-regulated drinking water systems, and recreational water sources. Some of the many activities include: • inspecting public pools and spas; • sampling beaches; • responding to adverse events related to municipal and private safe drinking water and complaints; • monitoring water sampling lab results; and • providing private well water education for rural residents. OPHS and Protocols Regulations under the HPPA that are relevant • O. Reg. 562 (Food Premises),O. Reg. 568 (Recreational Camps),O. Reg. 319/08 (Small Drinking Water Systems)(SDWS),Safe Drinking Water Act, 2002 (SDWA),O. Reg. 248/03 (Drinking Water Testing Services) under the SDWA. • O. Reg. 169/03 (Ontario Drinking Water Quality Standards) under the SDWA,O. Reg. 565 (Public Pools),O. Reg. 428/05 (Public Spas), O. Reg. 568 (Recreational Camps) Ontario Regulation 332/12 (Ontario Building Code).	Compensation $851 Supplies/Svcs $41 Allocation $0 Capital $0 Grants $0 **Total $892**		User Fees $0 Other Govs $679 In Recovery $0 Property Tax $213 **Total $892**		S L	E 1	8.38	• General delivery model. Each Inspector is responsible for all services in a designated geographic area. • Inspect 100% of all public Recreational Water facilities (pools, spas) and Small Drinking Water Systems (non-municipal supply) in accordance with Ontario Public Health Standards protocols. • In 2014, there were 683 compliance inspections and re-inspections of pools, spas, and splash pads in and 600 in 2013. • Sample beaches in accordance with Ontario Public Health Standards and Protocol. • Meet with the Ministry of Environment and Climate Change twice annually to review adverse municipal Reg. 170 water systems as required by the Walkerton Inquiry. • Meet with the Region of Waterloo Water Services 3 times annually to discuss adverse Reg. 170 water systems as required by the Walkerton Inquiry. • Provide rural private well water sample pick up service in 9 locations. • Followed up with residents on 462 adverse private well water results in 2014 and 376 results in 2013. • Annually deliver a Pool/Spa Operators course to owners and operators in the Region.

Sub-Services							

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Health Hazard Prevention and Management The goal of the Health Hazard Prevention and Management service is to prevent or reduce the burden of illnesses from health hazards in the physical environment by identifying, investigating, and managing reported health hazards. The Health Hazard service is divided into response-based activities and proactive activities. Response-based activities include responding to and investigating complaints, questions or other requests related to health hazards. Effective programming also requires proactive activities to identify priority health hazards and address the prevention of these priority hazards or mitigate their effects. Both types of activities often involve working in partnership with other municipal or provincial government agencies. Public Health staff provide health-related information, advice and investigations for the public on inquiries related to issues such as mold, asbestos, cancer clusters, bedbugs, cockroaches & rat infestations, radon, extreme cold, extreme heat, air quality (both indoor and outdoor), environmentally impacted or contaminated sites, and health hazard emergencies (such as chemical fires).	Compensation $779 Supplies/Svcs $41 Allocation $0 Capital $0 Grants $0 **Total $820**		User Fees $0 Other Govs $615 In Recovery $0 Property Tax $205 **Total $820**		S L	E 1	7.73	• General delivery model. Each Inspector is responsible for all services in a designated geographic area. • Provide 24/7 on call response for Health Hazards where required. • Respond to all health hazard complaints and requests for service. There were 146 in 2014. • Meet with the Ministry of Environment and Climate Change 3 times annually to review and discuss environmentally impacted sites within the Region of Waterloo. • Meet with Municipal partners (e.g. Property Standards, By-law, and building officials) twice annually to discuss Health Hazard responses. • Created a Hazardous Materials Spill Response Plan for joint response with community partners, including an Evacuation Center inspection protocol. • Lead and support efforts to reduce environmental impacts that affect human health (e.g. TCE and NDMA) with partners such as the Ministry of the Environment and Climate Change. This has been resource intensive due to lengthy timeframes. • Developing an Extreme Heat Alert Response System in partnership with other agencies. • We work extensively with Municipal partners to respond to health hazards such as asbestos, bedbugs, indoor air quality, mold, spills of hazardous materials, and extreme heat/cold events.

KPMG

Program

Public Health & Safety

Department

Public Health & Emergency Services

Service Type

External

Budget ($,000s)

Compensation	$4,430
Supplies & Services	$287
Grants & Pmts	$0
Capital	$0
Allocations	$218
Total Costs	**$4,935**
User Fees	$0
Other Gov	$3,833
Int Recoveries	$0
Property Taxes	$1,102
Total Revenues	**$4,935**
FTEs	41.5

Service Description

Public Health Chronic Disease and Injury services aims to reduce the burden of preventable chronic diseases of public health importance with a focus on healthy eating, physical activity, tobacco control, cancer prevention and screening, workplace and school health, substance misuse, and injury prevention.

Performance

94.3% of youth (ages 12-18) have never smoked a whole cigarette (2012).

99.1% of tobacco vendors were in compliance with youth access legislation at the time of last inspection (2013).

All eight (8) municipalities in the Region of Waterloo have updated municipal alcohol policies. Five (5) policies have Council approval and the remaining three (3) are pending.

Research indicates that 74% [1] of Canadians estimate their eating habits to be (good, very good or excellent) yet local data tells us that number is actually 0.3% [2]. The discrepancy between perception and actual data suggests that there needs to be continued efforts to address risk factors including healthy eating, and active living in order to address our growing rates for chronic diseases such as diabetes.

1. Tracking nutrition trends 2008. https://www.cfdr.ca/Downloads/CCFN-docs/C1180---TNT-VII-FINAL-REPORT---full-report--Sept-1.aspx(page 39)
2. NewPath study as per Dr. Leia Minaker.

Diabetes
Waterloo Region, 2003-2013
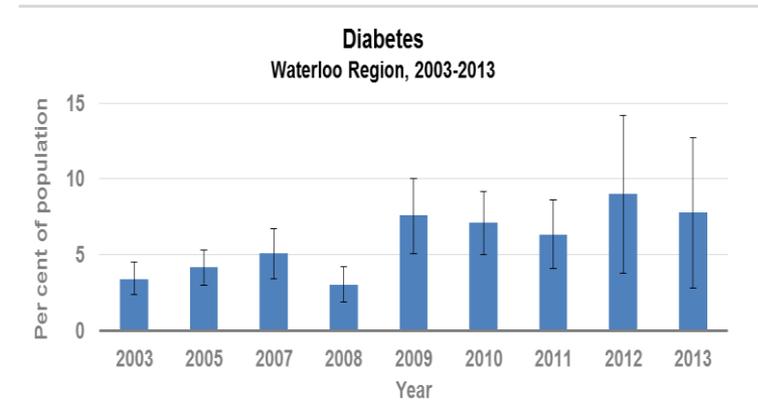
Source: Statistics Canada. Canadian Community Health Survey, 2003-2013, Master File, Ontario MOHLTC.

Rationale For Service Level Assessment & Service Type

- Prevention of chronic disease, substance misuse and injury are mandatory health promotion services funded (75/25%) through the Ministry of Health & Long-term Care (MOHLTC).
- Tobacco control services are funded (100%) through the MOHLTC's Smoke-Free Ontario initiative.
- Funding is also received from the MOHLTC for the Healthy Communities Partnership.
- We are addressing all of the requirements of the Ontario Public Health Standards related to Chronic Disease and Injury Prevention.
- Specific accountability agreement indicators regarding Chronic Disease and Injury prevention work (other than tobacco) are currently under development and in some cases redevelopment.

Chronic Disease & Injury

Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**	**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Chronic Disease Prevention Includes the following topic areas: nutrition, active living, cancer prevention and early detection (screening), sun safety, Workplace Health, Tobacco Control, and School Health. These topics are addressed using a comprehensive health promotion approach which includes but is not limited to: education (workshops and presentations); community development; environmental scans/assessments; policy development, implementation, and evaluation. Tobacco Control focusses on three distinct pillars: prevention, protection, and cessation. Prevention focusses on providing education to youth, parents and other vulnerable populations regarding the health impacts of tobacco use. Protection includes the implementation and enforcement of the Smoke Free Ontario Act including routine and complaint based inspections. Cessation focusses on providing workshops, ongoing support and the distribution of Nicotine Replacement Therapy to individuals wishing to quit smoking.	Compensation	3,421	User Fees	$0	**S**	**E**	32.25	• Chronic disease prevention work is dependent on a variety of partnerships with organizations, school boards, and businesses across Waterloo Region. • Tobacco Control programming is done collaboratively with Environmental Health & Inspection Services (HPI), as well as Licensing & Enforcement Services (PDL). • The peer service provided 7606 hours of peer health worker time to over 3800 participants, encompassing 1747 sessions/workshops (2013). • Over 1000 routine and complaint based inspections were completed under the Smoke Free Ontario Act. • Four Accountability Agreement indicators for the Smoke Free Ontario Act were met in 2014 as set by the Ministry of Health. • 150 smokers attended smoking cessation workshops and 1712 Waterloo registrants participated in the Driven To Quit cessation contest. • Over 90 workplaces have 212 active workplace health intermediaries reaching over 86,000 employees. • Waterloo Region Food System Roundtable works to create supportive policies and environments for healthy eating, including advocating for changes to the Regional Official Plan, and Official Plans for Cambridge, Kitchener, and Waterloo which relate to zoning and bylaws for community gardens and temporary farmers' markets. • Community gardens are an effective means of addressing food access and social cohesion. In 2007, there were approximately 640 garden plots in the Waterloo Region. In 2014 that number had increased to 1680.
	Supplies/Svcs	$260	Other Govs	$3,056				
	Allocation	$218	In Recovery	$0	**L**	**1**		
	Capital	$0	Property Tax	$843				
	Grants	$0						
	Total	**$3,899**	**Total**	**$3,899**				

Sub-Services							

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Prevention of Injury & Substance Misuse Specifically addresses the prevention of falls across the lifespan; understanding the health impacts of alcohol use and other drugs; road and off-road safety; helmet use/concussion prevention. Our work involves providing information and education to community partners, organizations, and individuals/families. We work with stakeholder groups to develop relevant policies or to influence policy development at the local and provincial levels. Moreover, we work with partners to address community initiatives such as the Waterloo Region Integrated Drug Strategy.	Compensation $1,009 Supplies/Svcs $27 Allocation $1 Capital $0 Grants $0 **Total $1,037**		User Fees $0 Other Govs $778 In Recovery $0 Property Tax $259 **Total $1,037**		S L	E I 1	9.25	• While the majority of the programming is external facing, some of the work, specifically injury prevention messaging, is also internal facing. • In order to reduce alcohol related harms in and around post-secondary campuses, Public Health has engaged 25 partners across the 3 post-secondary institutions including, social workers, physicians, nurses, campus police, students, residence life staff, hospitality services etc., as well as community partners from Police Services, Paramedic Services, and community organizations on policy development and education. • Distracted Driving Awareness Campaign: Drop It and Drive has been an effective strategy for increasing employee awareness of the rules and expectations outlined in HR Policy #IV-27, prohibiting the use of cell phones while driving. Before the most recent campaign, 58% of employees reported they were aware of the regional policy and familiar with its details, increasing to 87% after the campaign. • Childhood Falls Prevention adaptation of "A Million Messages" child safety service has increased falls prevention knowledge among frontline ROWPH staff that work with families with young children. Before orientation sessions, 54% of staff identified the correct fall risks for a 2-4 month old baby. This increased to 82% following the sessions.

Infectious Diseases

Program

Public Health & Safety

Department

Public Health & Emergency Services

Service Type

External

Budget ($,000s)

Compensation	$7,489
Supplies & Services	$816
Grants & Pmts	$104
Capital	$12
Allocations	$22
Total Costs	**$8,442**
User Fees	$339
Other Gov	$6,242
Int Recoveries	$0
Property Taxes	1,861
Total Revenues	**$8,442**
FTEs	**74.89**

Service Description

Services that work to reduce the burden of infectious diseases of Public Health importance through surveillance, disease prevention, case and outbreak management and health promotion and policy development activities.

Includes health protection enforcement and inspection activities, and response 24 hours a day, 7 days a week for case management and investigations.

Number of Investigated and Reported Infectious Diseases (excluding influenza, latent tuberculosis infection and varicella), 2010-2013

Bar chart: 2010 = 2077, 2011 = 2223, 2012 = 2107, 2013 = 2148

Performance

- 100% of reportable disease investigations were completed.
- 100% of outbreaks in community and health care settings were investigated.
- The Infectious Diseases, Dental and Sexual Health Customer Service Excellence Survey indicated 92% of clients seeking service by phone and 95% of clients visiting clinics obtained the service they were seeking. 9.8 out of 10 phone respondents stated they were treated fairly and were satisfied with the staff that provided the service. 9.7 out of 10 clinic respondents stated they were treated fairly, and 9.6 out of 10 were satisfied with the staff person providing the service.

Rationale For Service Level Assessment & Service Type

- Service in general is funded 75% by the province, and Region contributes 25%; to a lesser extent there is 100% provincial funding for specific initiatives
- Services are mandated under the Health Protection and Promotion Act, Immunization of School Pupils Act, Day Nurseries Act (to be replaced by the Child Care and Early Years Act), and the Ontario Public Health Standards
- The infectious diseases, sexual health, tuberculosis and vector borne requirements in the Ontario Public Health Standards are met
- The Vaccine Preventable Diseases service is working toward full compliance with all requirements , specifically in French language schools, private schools, and child care centres.
- TB Control is above standard as the operation of a TB skin test clinic is not mandatory; however, it reflects community demand (the service was delisted from OHIP), facilitates the management of cases and contacts, and also supports continuity of care
- Accountability agreement indicators in infectious diseases and sexual health meet expected targets. The Vaccine service is on track to meet set targets in the near future.

Sub-Services

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Infectious Disease Prevention & Control Mandatory reporting and investigation of reportable infectious diseases such as E. Coli, salmonella, campylobacter, measles and influenza. Prevent and manage outbreaks of infectious diseases. Conduct Infection control inspections in hospitals, LTC homes, day cares. Work to prevent disease transmission, and conduct health promotion and policy development activities.	Compensation Supplies/Svcs Allocation Capital Grants **Total**	$2,237 $105 $2 $12 $0 **$2,356**	User Fees Other Govs In Recovery Property Tax **Total**	$58 $1,894 $0 $404 **$2,356**	S L	E 1	21.61	• 417 sporadic community enteric disease investigations for 2014. • 64 enteric outbreak investigations in Long Term Care homes, Hospitals, Day Nurseries, and Group Homes. • 854 Personal Services Settings (PSS) inspections (e.g. tattoo, piercing, esthetics services, barber shops, and beauty salons). • Maintain "Check It We Inspect It" PSS inspection results disclosure website. • Reported 150 infectious diseases in 2013 (excludes enteric, sexually transmitted/blood-borne, and tuberculosis cases). Reported 313 influenza cases and 13 non-influenza/non-enteric outbreaks in the 2013-2014 season. • In 2013,100% of investigations for confirmed Invasive Group A Streptococcus cases were initiated the same business day the case was received (target: 100%; provincial average result 99%). • In 2013, 91% of retirement home and 92% of long-term care home residents were immunized with influenza vaccine (90% target). Staff coverage rates were 78% (90% target).
TB Prevention & Control Case and contact management of active and latent tuberculosis infections, including medical surveillance clients, provide specialized clinic services to support case management of active TB, and provide education and support to health care providers.	Compensation Supplies/Svcs Allocation Capital Grants **Total**	$603 $26 $1 $0 $0 **$630**	User Fees Other Govs In Recovery Property Tax **Total**	$58 $429 $0 $143 **$630**	S + L	E 1	6.16	• TB investigations are time and labour intensive and require resources to investigate and manage contacts of clients with a TB infection. • Investigated and reported 32 cases of active tuberculosis between 2011 and 2013 (8 in 2013). Investigated and reported 353 latent TB infections in 2013. • Met legislative requirements to investigate and manage 100% of TB cases. • Offer clinic services to support case management of TB (active TB clinic and TB skin testing clinic). There were 143 visits to the active TB clinic and 2414 visits to the TB skin test clinic in 2013 (1241 for tests and 1173 for results).

KPMG

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Vaccine Preventable Diseases Administration of immunizations in schools (hepatitis B, meningitis and HPV) and clinics (see service levels below) assess and maintain immunization records of school students 4 to 17 years of age and children in child care facilities, Immunization of School Pupils Act enforcement, case investigation of adverse events following immunization, and vaccine storage, handling and distribution. Provide clinical leadership in the event of community outbreak. Service Frequency and Location: Waterloo: Routine immunizations clinics each Wednesday and Thursday (20 hours in total) and school catch-up clinic each Thursday (6 hours) Cambridge: Routine immunization clinic each Tuesday (6 hours) Community: Multi-cultural immunization clinic for 6 hours every second month	Compensation $1,909 Supplies/Svcs $123 Allocation $14 Capital $0 Grants $0 **Total $2,046**		User Fees $150 Other Govs $1,431 In Recovery $0 Property Tax $465 **Total $2,046**		S- L	E 1	20.26	• Coverage rates for school immunizations in the 2013-2014 school year were 80% for Hepatitis B, 87% for Meningitis, and 58% for HPV. • 88.7% of refrigerators storing publicly funded vaccines were inspected in 2013. Increased to 94.1% in 2014 (95% target). • From September 1, 2012 to August 31, 2013, ROWPH wasted 1.0% of its HPV and 1.8% of its influenza vaccine (targets were 0.8% and 1.5% respectively). • In 2013, there were 3,557 visits to routine and school catch-up immunization clinics in Cambridge and Waterloo. • In 2014, the service mailed 8,183 notices to individuals requesting immunization records for mandatory vaccines under the Immunization of School Pupils Act. • In 2014, 1% of elementary (526 in total) and 2% of secondary (582 in total) school students were suspended under the Immunization of School Pupils Act (compared to 2.2% and 2.8% respectively in 2011). • The Ontario Public Health Standards requires Public Health to enforce the Immunization of School Pupils Act (ISPA) in all Waterloo Region schools. Public Health enforces the ISPA in all English speaking publicly funded schools; enforcement in French language and private schools is pending. The OPHS also require health units to maintain and assess the immunization records of children enrolled in licensed child care centres. While records are maintained, assessment remains to be implemented.
Vector Borne Disease Prevention & Control Virus monitoring and control activities for West Nile Virus and Lyme disease plus patient follow-up with positive cases. All reports of contact (bites or scratches) with animals are investigated for the possibility of rabies. Animals are visually quarantined and their health is monitored, prophylaxis is delivered to physicians as required, and follow up is conducted with all patients and animal owners.	Compensation $112 Supplies/Svcs $193 Allocation $0 Capital $0 Grants $0 **Total $305**		User Fees $0 Other Govs $229 In Recovery $0 Property Tax $76 **Total $305**		S L	E 1	1.10	• General Delivery model. Each Inspector is responsible for all services in a designated geographic area • Rabies - in 2014 there were 1092 animal contact investigations with 121 instances of post exposure prophylaxis (vaccine) dispensed to physicians. • 16 mosquito traps were distributed throughout the Waterloo region and collected for 16 weeks for surveillance of Mosquitoes that may carry West Nile Virus. • Conducted catch basin mosquito larviciding (contracted with external partner). • 36 sites dragged for black legged ticks (can carry Lyme disease).

Sub-Services

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Sexual Health, Sexually Transmitted Infections, and Blood-Borne Infections Provide specialized clinic and counselling services onsite, in community settings, and in Waterloo Region District School Board secondary schools (refer to note below). Also conduct case management of reportable sexually transmitted and blood-borne infections, promote healthy sexuality throughout the lifespan, and provide harm reduction services and services (e.g. support, education and training to community partners, naloxone distribution, needle syringe service).	Compensation	$2,627	User Fees	$74	S	E	25.76	• In 2013, 99% of confirmed gonorrhea cases had an investigation start date within 2 days of being reported to the service (compared to 56% in 2011). Provincial average for all 36 health units was 98.6%.
	Supplies/Svcs	$368	Other Govs	$2,259				• Investigated and reported 4,671 cases of sexually transmitted and blood-borne infections from 2011 to 2013.
	Allocation	$5	In Recovery	$0	L	1		• Provided service during 12,067 visits to Waterloo and Cambridge clinics for sexual health services in 2013.
	Capital	$0	Property Tax	$772				• Decreased "no show" rates in the Waterloo physician led clinic from 29% in 2012 to 13% in 2013 and 2014.
	Grants	$104						• Between September 2012 and June 2013, a total of 1,052 student visits were completed by sexual health nurses in Waterloo Region District School Board secondary schools. Also provided 170 consultations to teachers during the same time period.
	Total	**$3,055**	**Total**	**$3,055**				• Offered harm reduction services at both Waterloo and Cambridge clinic locations and coordinated needle syringe services across the region. Initiated naloxone (a medication to reverse the effects of an overdose) distribution at Public Health's clinics in 2014.

Service Frequency and Location:
- Waterloo (onsite): Offers drop-in clinics each Tuesday and Thursday. Booked and same day appointments are available each Tuesday, Wednesday and Thursday (24 hours per week) Twenty hours of counselling appointments are available each week. Contraception pick-up/sales are available during all business hours.
- Cambridge (onsite): Offers one drop-in clinic each Tuesday and booked appointments each Tuesday and Wednesday afternoon (7 hours in total). Fifteen hours of counselling appointments are available each week. Contraception pick-up/sales are available during all business hours.
- Schools: Services are offered one half day per week
- Community Settings: There are two youth-focused clinics each Wednesday. There is also an HIV testing clinic each Thursday evening.

Additional notes (continued):
- Implementing Sexual Health Youth Strategy activities in collaboration with community partners, including a pilot project (contraception sales) in two secondary schools, established a new youth-specific sexual health clinic in Cambridge in 2014, and currently developing and promoting resources for parents on talking to their children about sexual health.
- Leading the Waterloo Region Harm Reduction Coordinating Committee, a group comprised of several community partners responsible for implementing the harm-reduction related recommendations in the Waterloo Region Integrated Drugs Strategy. Three recommendations have been prioritized for implementation in 2015 and beyond.

Family Health

Program

Public Health & Safety

Department

Public Health & Emergency Services

Service Type

External

Budget ($,000s)

Compensation	$9,632
Supplies & Services	$1,623
Grants & Pmts	$0
Capital	$37
Allocations	$73
Total Costs	**$11,365**
User Fees	$0
Other Gov	$9,160
Int Recoveries	$0
Property Taxes	$2,205
Total Revenues	**$11,365**
FTEs	102.16

Service Description

Family Health services are designed to enable all children to attain and sustain optimal health and developmental potential, and enable all individuals and families to achieve optimal preconception health, experience a healthy pregnancy, have the healthiest newborn(s) possible, and be prepared for parenthood.

Performance

- ROWPHE was one of 14 health units (n = 36) to achieve advanced Baby Friendly Initiative status (working towards designation) in 2013. 11 health units were BFI designated and the remaining 12 health units were at intermediate status.
- In Waterloo Region between March and October 2013, 93% of all postpartum clients who had a completed HBHC screening were successfully contacted by a Public Health Nurse, compared to 87% across Ontario overall.
- For the 2013-2014 school year, 99% of junior kindergarten, senior kindergarten, and grade two students had an oral screening to check for urgent, non-urgent, and preventative dental care needs.

Number of Families in the Blended Home Visiting Component of the HBHC

Bar chart showing Number of Families by Year: 2009: 527; 2010: 529; 2011: 500; 2012: 532; 2013: 503.
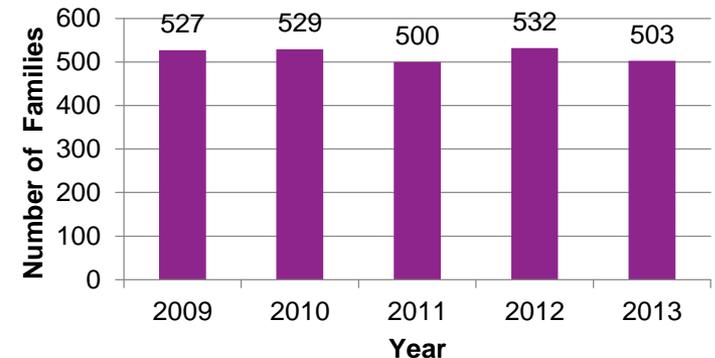
Rationale For Service Level Assessment & Service Type

- The Child Health service in general is funded 75% by the province, and Region contributes 25%; to a lesser extent there is 100% provincial funding or 100% Regional funding for specific initiatives.
- Infant and Child Development Programs (ICDP) are delivered across Ontario through a variety of organizations. Few municipalities deliver these services directly. In Waterloo Region, the ICDP is resources through a combination of MCYS and Region of Waterloo funding to deliver integrated intake and assessment services for infants at known risk (eg. biological, established, psychosocial) for developmental delays and to provide streamlined service delivery through ongoing developmental monitoring and early intervention services when developmental delays are identified.
- Child Health and Reproductive Health Services, including the Healthy Babies Healthy Children (HBHC), are mandated under the Health Protection and Promotion Act, through the Ontario Public Health Standards and associated protocols.
- The provision of adult dental treatment services for Ontario Works clients, through community dental offices, is discretionary. Some child and adult clinical services provided in Public Health clinics are also discretionary. These are provided to individuals without adequate dental coverage and who demonstrate financial need.

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Infant and Child Development The Infant and Child Development Program (ICDP) is an early intervention service utilizing an integrated approach to service delivery to reduce the impact of developmental delays on the lifelong learning of infants and young children (0-5 years). ICDP implements a family-centered approach in the provision of services to children diagnosed with developmental delays & disabilities as well as to children with biological & medical concerns indicative of significant risk for developmental delays. Home-based & office-based services include play-based therapeutic interventions in all developmental domains, supportive counselling, developmental screening & assessment, family needs screening & assessment, parent education & parent-child groups, parent support groups, advocacy for specialized funding & community resources, and service coordination (referrals & navigation). The ICDP is funded by the Ontario Ministry of Children and Youth Services who established enhanced guidelines for service delivery in 2001. The majority of children seen are under the age of 1 year.	Compensation	$968	User Fees	$0	A	E	11.0	• To facilitate a child receiving the right service at the right time, ICDP is part of a shared intake process with other Regional children's services. An embedded referral service from the Newborn Intensive Care Unit at Grand River Hospital accounts for 57% (219 infants) referrals into ICDP. • In 2014, 385 referrals (6% of births) were made to ICDP, with 79% of referrals being children under 1 month and 90% of referrals being children under 12 months. • 1001 screens were completed on children participating in the ICDP. • 442 children received developmental monitoring services (clinic), including parent education group clinics for families with children at ages 2, 6, and 10 months. • 150 special needs children received early intervention home visiting services to provide concentrated support (developmental intervention strategies and assessments, referrals and service coordination, and counselling to parents for successful transition to school).
	Supplies/Svcs	$39	Other Govs	$648				
	Allocation	$32	In Recovery	$0	FA	2		
	Capital	$15	Property Tax	$407				
	Grants	$0						
	Total	**$1,055**	**Total**	**$1,055**				

KPMG

Family Health

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Child Health Child Health (CH) delivers the Healthy Babies Healthy Children (HBHC), a provincially mandated service, which includes: prenatal and early childhood screening for growth and development, universal postpartum screening, post birth clinics or telephone support for those identified with risk, home visiting and service coordination. HBHC provides support for families identified through screening and assessment for a wide range of needs including social determinants of health affecting the wellbeing of the family. CH also provides telephone support and information, group programming, nutrition and developmental screening, public education and advocacy to support children in: breastfeeding, healthy eating and active living, positive parenting, healthy growth and development and healthy family dynamics. CH also provides oral health screening, case management of children in need of urgent dental treatment, preventive dental services for children and youth; implements Healthy Smiles Ontario Program.	Compensation	$7,538	User Fees	$0	S	E	78.98	• In 2014, 1676 families identified with potential risk for poor developmental outcomes on the HBHC screen received postpartum support from a Public Health Nurse (PHN) through post birth clinics or telephone calls. • PHNs made 796 home visits to postpartum families and conduction 805 in-depth assessments. • 4215 visits were made to families receiving ongoing PHN and Family Visitor home visiting services. • 5841 families in the postpartum stage (100% of births) received a New Parent Resource Guide for parents of children 0-6 years of age, which contains key public health messages. • PHNs provided telephone support including education and referrals to 1257 clients and service providers on topics such as nutrition, breastfeeding, and growth and development. • 1216 early breastfeeding contacts were completed in 2014. • Promoted the importance of child development screening and access to child development screening tools, including distribution of 4268 eighteen month packages and 20,884 developmental screens through local boards for children in JK, SK and grade 1. • PHE achieved Intermediate category status on the MOHLTC accountability agreement indicator for the implementation of the NutriSTEP Preschool Screen. • PHE achieved Advanced category status on the MOHLTC accountability agreement indicator for Baby-Friendly Initiative (BFI).
	Supplies/Svcs	$1,358	Other Govs	$7,699				
	Allocation	$39	In Recovery	$0	L	1		
	Capital	$22	Property Tax	$1,258				
	Grants	$0						
	Total	**$8,957**	**Total**	**$8,957**				

	Sub-Services						
Subservice Name & Description	**Costs ($000's)**			**Revenues ($000's)**	**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Child Health (continued)								• 99% of junior kindergarten, senior kindergarten, and grade two students had an oral screening to check for urgent, non-urgent, and preventive dental care needs (98.6% of all schools in Waterloo Region were screened). This equates to 15,730 screenings (1487 students were absent and/or excluded/refused). • The Dental service identified 1861 students with urgent dental needs in 2014. 722 were subsequently enrolled in the Children in Need of Treatment service. • Provided 972 fluoride varnish applications in the 2013-2014 school year. • Preventive services (e.g. (fluoride, scaling, sealants) provided to children and youth in Public Health's dental clinics. Preventive services provided in Public Health clinics as per Preventive Oral Health Services Protocol (Ontario Public Health Standards). • Since 2011, enrolled 1557 clients in Healthy Smiles Ontario (100% provincial funding); 880 clients joined in 2014; the service operates in partnership with local Community Health Centres.

Sub-Services

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Adult & Child Dental Treatment Provide dental clinical services to children, youth, and adults at Public Health offices (refer below for service levels). Administer Ontario Works dental benefits for adults receiving care at community dental offices (funding provided by Community Services). Service Frequency and Location of Clinics: - Waterloo: Monday to Friday (6 hours per day). - Cambridge: Monday and Tuesday (6 hours per day). Note: Dental clinics provide both mandatory and Regionally funded services (hours are not separated based on funding source).	Compensation	$64	User Fees	$0	A	E	4.03	• These additional dental clinic services in Public Health clinics are provided under Regional Council direction. Services include emergency exams and care for adults, and restorative treatment (e.g. fillings, extractions) for children and youth. • In-house clinic services are provided by Dentists paid for by the Region. • Claims are paid based on funding formulas and sources; these are both provincial and Regional. • There were 1899 child and 114 adult visits to Public Health's dental clinics in 2014. Note: Some child visits were for mandatory services. • Process dental claims, pre-determinations, and payments related to adult Ontario Works clients receiving care at community dental offices. Funding for staffing and care is provided by Community Services.
	Supplies/Svcs	$205	Other Govs	$0				
	Allocation	$0	In Recovery	$0	C	3		
	Capital	$0	Property Tax	$269				
	Grants	$0						
	Total	**$269**	**Total**	**$269**				

							Sub-Services				

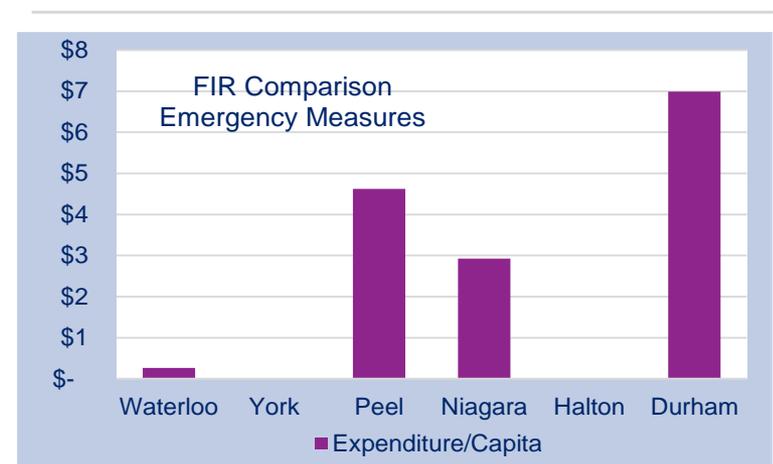| Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Reproductive Health To enable individuals and families to achieve optimal preconception health, experience a healthy pregnancy, have the healthiest newborn possible, and be prepared for parenthood by providing consultation, group supports, and advice.	Compensation	$1,062	User Fees	$0	S	E	8.15	• Deliver Prenatal Nutrition programming, in partnership with community agency (Carizon) at four community sites per week, including prenatal screening. In 2014, 380 pregnant women participated. • Facilitate group programming for pregnant youth with community partners, which reached 80 youth in 2014. • Provide leadership roles in both provincial and local task groups related to Fetal Alcohol Spectrum Disorder and Preconception Health.
	Supplies/Svcs	$21	Other Govs	$813				
	Allocation	$1	In Recovery	$0	L	1		
	Capital	$0	Property Tax	$271				
	Grants	$0						
	Total	**$1,084**	**Total**	**$1,084**				

Emergency Measures Office

Program

Public Health & Safety

Department

Public Health & Emergency Services

Service Type

External

Budget ($,000s)

Compensation	$311
Supplies & Services	$33
Grants & Pmts	$3
Capital	$2
Allocations	$4
Total Costs	**$353**
User Fees	$0
Other Gov	$265
Int Recoveries	$0
Property Taxes	$88
Total Revenues	**$353**
FTEs	**3.0**

Service Description

Coordinate an effective corporate emergency management service including emergency preparedness, response, and recovery by meeting mandated requirements, securing effective preparedness and response infrastructure, and ensuring the continuity of critical services.

Performance

- Work extensively in partnership with all relevant external partners.
- Annual mandated requirements met including: Basic Emergency Training provided once per year, which includes community partners, and Annual emergency exercise completed.
- RoW responded to eight emergency events (undeclared) from 2011 to 2014 (includes ice storm, and other weather events).
- Public Health Emergency Response and Business Continuity Plans completed annually as required by the Accountability Agreement with the Ministry of Health.
- Emergency Social Services best practices followed including: completion of Social Services Emergency Response Plan; updated staff alerting system in place; memorandums of Agreement in place where necessary; and identification of preferred reception and evacuation centres.

FIR Comparison Emergency Measures

Bar chart: Expenditure/Capita — Waterloo (~$0.2), York (none), Peel (~$4.6), Niagara (~$3.0), Halton (none), Durham (~$7.0)

Rationale For Service Level Assessment & Service Type

- Required pursuant to the Emergency Management and Civil Protection Act (EMCPA), the Health Protection and Promotion Act (HPPA), and Ontario Public Health Standards (OPHS) Emergency Preparedness.
- Under OPHS, there are requirements to have a Public Health Emergency Plan; an annual exercise; a fully functional operation centre; and 24/7 capabilities to respond to emergencies.
- Regulation 380/04 outlines mandated services to be provided to the municipality of the Region of Waterloo including: Community Emergency Management Coordinator (CEMC); Emergency Operations Centre; Hazard Identification and Risk Assessment; Exercise and training; Emergency Response Plan; Critical Infrastructure list; Public Education.
- Regional Council bylaw 05-053 states the Commissioner of Social Services is responsible for the "management, [and] operation…of reception/evacuation centres" to ensure the shelter, feeding, care, clothing, and welfare of people using centres in an emergency.
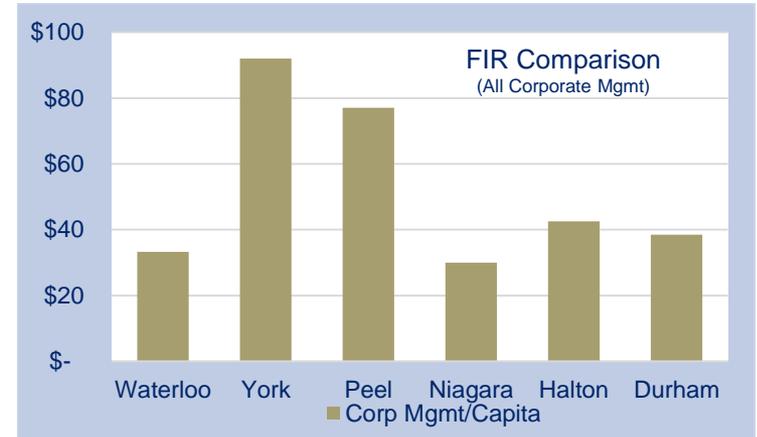
Service Profiles

Department: Transportation & Environmental Services

1. Departmental and Corporate Leadership/Management
2. Design & Construction
3. Transportation Planning
4. Transportation Operations
5. Traffic Control
6. Conventional Public Transit
7. Specialized Public Transit
8. Light Rail Transit
9. Solid Waste Collection
10. Solid Waste Processing and Disposal
11. Water Supply and Distribution
12. Wastewater Collection & Treatment

Departmental Management and Support

Program	
Corporate	

Department	
Transportation & Environmental Services	

Service Type	
Internal and External	

Budget ($,000s)	
Compensation	$329
Supplies & Services	$38
Grants & Pmts	$0
Capital	$0
Allocations	$40
Total Costs	**$407**
User Fees	$0
Other Gov	$0
Int Recoveries	$407
Property Taxes	$0
Total Revenues	**$407**
FTEs	2

Service Description

This consists of the Commissioner's office which provides leadership and high level administration support to the department.   Support services such as finance & administration, strategy, communications, human resource, IT resources are not part of this group and are either imbedded in the appropriate operating division or are provided corporately.

Performance

There are no specific performance measures that have been developed for this area.
- Funding is divided among and provided from the operating groups.
- Provides leadership to the department and acts as the primary contact with Regional Council.

FIR Comparison
(All Corporate Mgmt)

Corp Mgmt/Capita — Waterloo, York, Peel, Niagara, Halton, Durham

Rationale For Service Level Assessment & Service Type

- Recent organizational review resulted in the current organizational structure including the TES department structure and the Commissioner's office.

Program	
Corporate	

Department	
Transportation & Environmental Services	

Service Type	
Internal	

Budget ($,000s)	
Compensation	$6,464
Supplies & Services	$282
Grants & Pmts	$0
Capital	$32
Allocations	$149
Total Costs	**$6,927**
User Fees	$40
Other Gov	$0
Int Recoveries	$6,887
Property Taxes	$0
Total Revenues	**$6,927**
FTEs	54.5

Service Description

Design & Construction Services manages the design and construction of the TES Department's capital projects, including rehabilitation of existing infrastructure as well as new or expanded infrastructure to accommodate growth. Transportation projects include capital projects for the Transportation and Transit Services divisions. Environmental projects include capital projects for the Water Supply, Wastewater and Solid Waste Services divisions.

All costs are recovered from capital projects.

Performance

Meeting Construction Deadlines
- Benchmark: 100% of projects meet scheduled construction start dates.
- 2013 results: 85% of transportation projects and 79% of environmental projects met or exceeded benchmark. 3 environmental projects were more than 2 weeks late in meeting start times; however, all but 2 projects were completed successfully within 1 month of their scheduled completion dates.

Engineering Efficiency
- Benchmark: Cost of engineering as a % of the construction cost for in-house designed transportation (10%) and environmental (14%) projects.
- 2013 Results: For transportation projects, engineering comprised 7% of the construction costs while for environmental projects, it was 12%.
- For consultant designed projects, the engineering costs are generally 14% for transportation projects and 12% for environmental projects .

Rationale For Service Level Assessment & Service Type

- The design and construction management services are provided internally to support projects for other units within the Region.

- Service levels are consistent with industry norms.

- Engineering cost percentages shown are for in-house designed projects.

Design and Construction

	Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Planning and Design Services This service provides project management, planning, preliminary and detailed design of all transportation projects and project management, preliminary and detailed design of all environmental projects.	Compensation $3,215	User Fees $40	**S**	**I**	27.6	• Design and construction undertakes the detailed design with in-house staff for approximately 40% of all transportation projects while the Division utilizes consultants for the detailed design of the remaining transportation projects and all environmental projects.
	Supplies/Svcs $143	Other Govs $0				
	Allocation $74	Int Recovery $3,409	**M**			
	Capital $17	Property Tax $0				
	Grants $0					
	Total $3,449	**Total $3,449**				
Construction Services Construction management and inspection of capital projects, including contract administration, site inspection, testing and commissioning, and payment certification activities.	Compensation $3,249	User Fees $0	**S**	**I**	26.9	• On a day-to-day basis, the Division is managing as many as 100 capital projects at the same time. • Total value of the combined annual capital budgets can exceed $270 million in a given year.
	Supplies/Svcs $139	Other Govs $0				
	Allocation $75	Int Recovery $3,478	**M**			
	Capital $15	Property Tax **$0**				
	Grants $0					
	Total $3,478	**Total $3,478**				

Program

Transportation

Department

Transportation & Environmental Services

Service Type

Internal and External

Budget ($,000s)

Compensation	$3,645
Supplies & Services	$299
Grants & Pmts	$0
Capital	$38,316
Allocations	$150
Total Costs	**$42,410**
User Fees	$175
Other Gov	$14,683
Int Recoveries	$1,574
Property Taxes	$25,978
Total Revenues	**$42,410**
FTEs	35

Service Description

Preparation of transportation master plans and asset management plans for the Region's Transportation network.

Travel demand forecasting. Preparation and/or review/approval of transportation impact studies for Region projects and development applications.

Development of 10-year capital plans.

Corridor and utility management.

Provincial transportation network and regulatory improvement advocacy.

Performance

Percentage of roads rated good to very good (54%) is below the average of 61%. Total capital expenditure per lane km ($37,000) is above the average of $29,000. RoW capital spending is split fairly evenly between rehabilitation and expansion. In Halton, the total capital expenditure ($35,000 per lane km) is similar to RoW but a higher proportion is spent on rehabilitation. York and RoW spend comparable amounts on expansion but York spends 70% less on rehabilitation.

The internal targets for review of development applications (3 weeks) and work permits (3 to 10 business days) are typically met.

From 2006 to 2014, the Region has doubled its cycling facilities (from 149 to 289 km).

Capital Expenditure per lane kilometer / Percent Roads Rated Good to Very Good

Legend: Total Capital Expenditure / lane km — Roads Base Expenditure / lane km — Roads Expansion Expenditure / lane km — Percent Roads Rated Good to Very Good
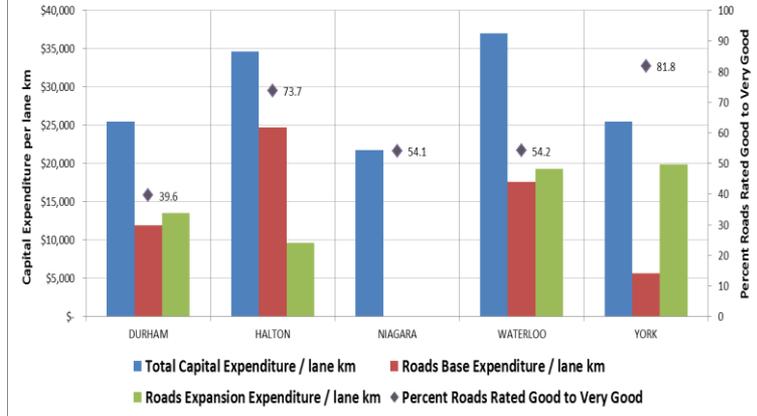
Rationale For Service Level Assessment & Service Type

- Capital expenditures for rehabilitation are required to prevent further deterioration of the Region's aging infrastructure and address a backlog of rehabilitation work. Funded by property tax and Federal gas tax transfers. Current funding level is not adequate to address infrastructure deficit.

- Capital plans for expansion is prepared in accordance with local growth and the Council-approved Regional Transportation Master Plan (RTMP) and Active Transportation Master Plan (Walk Cycle Waterloo Region). Funded by Regional Development Charges.

- Capital projects are designed in accordance with the Council-approved Context Sensitive Regional Transportation Corridor Design Guidelines.

- Targets for development application reviews and work permit reviews are set to meet developer, utility and contractor expectations.

Transportation Operations

Program

Transportation

Department

Transportation & Environmental Services

Service Type

External

Budget ($,000s)

Compensation	$4,188
Supplies & Services	$8,451
Grants & Pmts	$0
Capital	$553
Allocations	$1,597
Total Costs	**$14,789**
User Fees	$441
Other Gov	$0
Int Recoveries	$777
Property Taxes	$13,572
Total Revenues	**$14,789**
FTEs	51.7

Service Description

Providing access to Regional roads is an essential public service that enables road users to travel to destinations to carry out their daily activities.
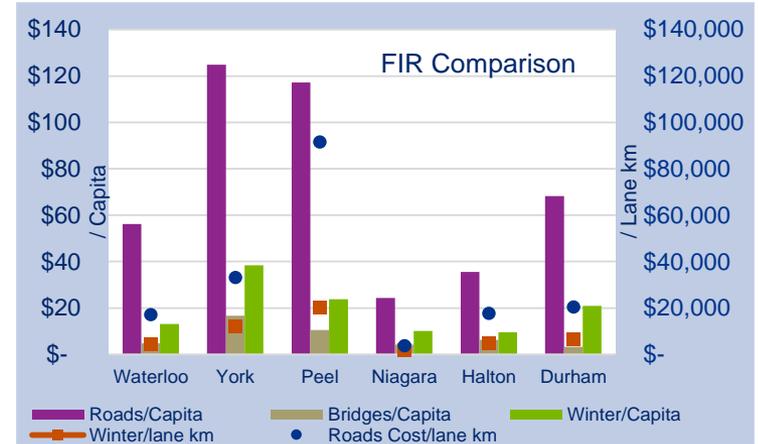
Maintaining Regional roads includes Winter Control; Repair; Roadway Aesthetics (cleaning, grass cutting, weed control, landscape maintenance); storm system maintenance; and Emergency / After Hours Response.

Performance

OMBI reports that RoW costs for non-winter maintenance plus depreciation are slightly more than average ($18,333 per lane km vs an $17,876 median).

OMBI reports that RoW spends less than average on winter roads maintenance, $4,310 per lane km vs $5,286 on average.

Current non-winter maintenance costs are about $4,600 per lane km.

FIR Comparison

Legend: Roads/Capita, Bridges/Capita, Winter/Capita, Winter/lane km, Roads Cost/lane km

Categories: Waterloo, York, Peel, Niagara, Halton, Durham

Rationale For Service Level Assessment & Service Type

- Road maintenance is a mandatory service.

- Minimum Maintenance standards are legislated for Municipal Highways (Ontario Regulation 239/02 under the Municipal Act). RoW performs at that level.

Transportation Operations

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Road Maintenance Includes: Repair; Roadway Aesthetics and Environment; and Emergency / After Hours Response , Storm System Maintenance	Compensation $1,895 Supplies/Svcs $3,127 Allocation $1,210 Capital $168 Grants $0 **Total $6,400**		User Fees $316 Other Govs $0 Int Recovery $733 Property Tax $5,351 **Total $6,400**		S L	E 1	27.5	• Road maintenance in the three cities is provided by the cities under an agreement with the Region. • For 2015, the Region will tender contracts for grass cutting and landscape maintenance in the three cities. • Road maintenance of Regional roads in the townships is provided by Region forces and contractors. • Service Standards, per Provincial Minimum Maintenance Standards require that regional roads to be patrolled twice or once per week for most regional roads, which are class 2 or 3.

Winter Control
Includes: Snow removal, sanding & salting
	Compensation $1,492
	Supplies/Svcs $5,046
	Allocation $216
	Capital $222
	Grants $0
	Total $6,976
			User Fees $0
			Other Govs $0
			Int Recovery $0
			Property Tax $6,976
			
			Total $6,976
					S+
					
					L
						E
						
						1
							19.7	• Winter control in the three cities is provided by the cities under an agreement with the Region.
								• Winter control of Regional roads in the townships is provided by Region forces and contractors.
								• Service Standards, per Provincial Minimum Maintenance Standards provide, for regional roads, most of which are class 2 or 3:
								  • Salt/sand within 4 to 8 hours of substantial probability of ice forming
								  • Plow within 6 to 12 hours of observed accumulations of 5 to 8 cm.

Transportation Operations

	Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Road Maintenance Support Services Includes Customer Service, Dispatch & work order and Data Management & Policy / Coordination.	Compensation	$803	User Fees	$124	**S**	**I**	4.5	• A 2014 review recommended automating the utility locating, work order and timesheet data entry and tracking processes using in-the-field hand-held data entry devices.
	Supplies/Svcs	$277	Other Govs	$0				
	Allocation	$171	Int Recovery	$44	**L**	**1**		
	Capital	$162	Property Tax	$1,245				• An implementation plan and budget is planned for presentation to Council in 2015 for approval as part of the 2016 budget cycle.
	Grants	$0						
	Total	**$1,413**	**Total**	**$1,413**				

Traffic Control

Program

Transportation

Department

Transportation & Environmental Services

Service Type

External

Budget ($,000s)

Compensation	$4,169
Supplies & Services	$3,727
Grants & Pmts	$0
Capital	$618
Allocations	$87
Total Costs	**$8,601**
User Fees	$30
Other Gov	$0
Int Recoveries	$517
Property Taxes	$8,054
Total Revenues	**$8,601**
FTEs	37.5

Service Description

Traffic Operations includes the design, operation, and maintenance of all traffic signals in the Region, as well as pavement markings, road signs and street lighting on Regional roads.

Performance

RoW net cost of $14 per capita is above Durham at $11 per capita but well below York and Peel costs at $29 to $32 per capita.

FIR Comparison - Traffic Operations & Roadside

Bar chart showing Expenditure/Capita and Net of Revenues for Waterloo, York, Peel, Niagara, Halton, Durham.
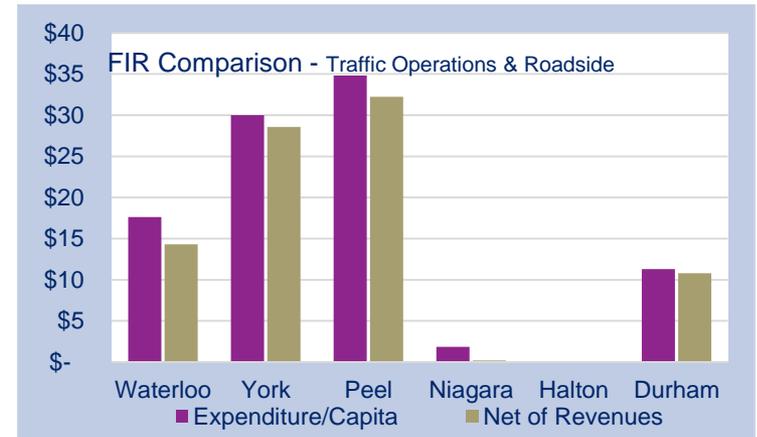
Rationale For Service Level Assessment & Service Type

- Traffic control is governed by the Highway Traffic Act.

- Provincial Minimum Maintenance Standards regulate road and sign inspection and service standards.

Traffic Control

Sub-Services								
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Traffic Control Support Services Includes Customer Service, Dispatch, work order and Data Management & Policy / Coordination.	Compensation	$903	User Fees	$0	**S**	**I**	4.5	• A 2014 review recommended automating the utility locating, work order, and timesheet data entry and tracking processes using in-the-field hand-held data entry devices. • An implementation plan and budget is planned for presentation to Council in 2015 for approval as part of the 2016 budget cycle.
	Supplies/Svcs	$200	Other Govs	$0				
	Allocation	$0	Int Recovery	$0	**L**			
	Capital	$163	Property Tax	$1,266				
	Grants	$0						
	Total	**$1,266**	**Total**	**$1,266**				
Roadway Safety Signage & Markings Deliver Traffic Signs and markings on all Region roadways. Deliver sign installation and maintenance services for bus stop signs. Conduct roadway inspections as part of regular road patrols and annually for sign reflectivity.	Compensation	$1,507	User Fees	$20	**S**	**E**	16	• Centre lines and lane markings in urban areas are repainted twice per year and other lane markings are repainted once per year. • Durable markings such as stop bars and ladder crosswalks are replaced every 3 years on average. • Signs are replaced if damaged, faded or outdated as identified during regular road patrols. • All signs are date stamped and replacement frequency is tracked by an inventory system. • Sign life is generally greater than 10 years.
	Supplies/Svcs	$893	Other Govs	$0				
	Allocation	$61	Int Recovery	$479	**L**	**1**		
	Capital	$258	Property Tax	$2,220				
	Grants	$0						
	Total	**$2,719**	**Total**	**$2,719**				

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

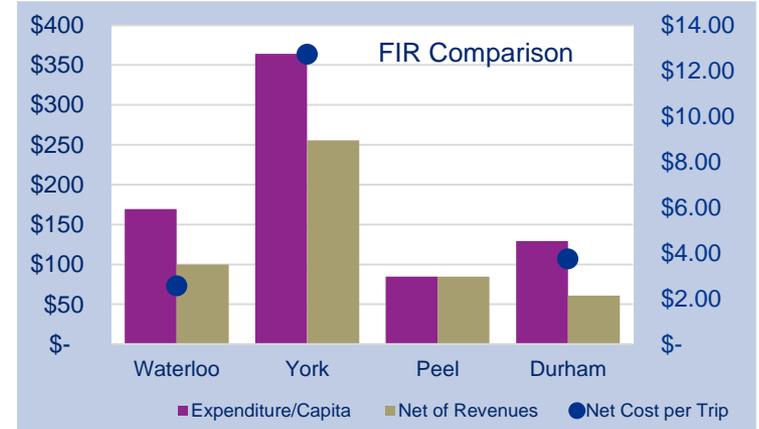| **Subservice Name & Description**	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Street Lighting Review illumination and electrical aspects of new designs. Manage contracted maintenance. Asset management.	Compensation	$0	User Fees	$0	S	E	0	• Street lighting is maintained by the local electrical utilities.
	Supplies/Svcs	$1,144	Other Govs	$0				
	Allocation	$0	Int Recovery	$0	L	2		
	Capital	$0	Property Tax	$1,144				
	Grants	$0						
	Total	**$1,144**	**Total**	**$1,144**				
Traffic Signals & Traffic Signal Engineering Deliver Traffic Signal and Signal Systems services	Compensation	$1,758	User Fees	$10	S	E	17	• The region has about 480 traffic signals. • Most are connected to our Traffic Control Centre to allow computerized control and management.
	Supplies/Svcs	$1,489	Other Govs	$0				
	Allocation	$26	Int Recovery	$38	L	2		
	Capital	$198	Property Tax	$3,423				
	Grants	$0						
	Total	**$3,471**	**Total**	**$3,471**				

Conventional Public Transit

Program
Transportation

Department
Transportation & Environmental Services

Service Type
External

Budget ($,000s)	
Compensation	$57,063
Supplies & Services	$18,652
Grants & Pmts	$0
Capital	$15,588
Allocations	$7,062
Total Costs	**$98,365**
User Fees	$33,904
Other Gov	$9,578
Int Recoveries	$10,686
Property Taxes	$44,197
Total Revenues	**$98,365**
FTEs	620.8

Service Description

Grand River Transit (GRT) operates a family of Public Transit Services. The conventional transit network operates 70 bus routes in Cambridge, Kitchener and Waterloo. This includes three smaller bus (BusPLUS) contracted routes in growing neighbourhoods and one route into St. Jacobs and Elmira. All buses are equipped with bike racks and since 2011 all GRT buses are low floor accessible.

FIR Comparison

Chart categories: Waterloo, York, Peel, Durham
Legend: Expenditure/Capita, Net of Revenues, Net Cost per Trip

Performance

For 2013, OMBI reported the Region of Waterloo (ROW) provided 50.5 passenger trips per capita. Higher than the average of 44.8, but much lower than Toronto, Ottawa and Calgary, the participants with rapid transit systems. Service levels increased significantly in recent years, from 1.15 to 1.47 hours per capita, moving from well below average to slightly above average. The cost of providing an hour of service was $131, the same as the average. The RoW is recovering 41% of transit costs, largely from fares, which is below the average of 44% (Toronto recovers 70%, Ottawa 53%, Calgary 49%, but York only 39% and Durham 34%). The RoW average fare is $1.32 , below the average of $1.66. In the 2011 Customer Satisfaction Survey, 80% of respondents indicated they were very satisfied or satisfied with their last trip on GRT.

Rationale For Service Level Assessment & Service Type

- Grand River Transit (GRT) was established as a Regional service in 2000. Creating a seamless transit network was identified as a key factor in the Regional Transportation Master Plan (RTMP) to provide increased opportunities for residents to use modes of transportation, other than the automobile.

- Since GRT began in 2000 the level of service and ridership have grown significantly. Hours of service increased from 325,000 to 641,000 and ridership has grown from 9 million annual riders to 22 million . The transit network now includes 70 bus routes, 3 BusPLUS routes and 4 express routes.

- GRT operates in accordance with Provincial legislation such as the Highway Traffic Act, the Employment Standards Act and the Ontario Human Rights Code, The Region of Waterloo Act was amended to include public transit services.

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Transit Support Services Provides a variety of support services to the Transit Services Division.	Compensation	$3,631	User Fees	$1,044	S	I	42.94	• Transit Support Services includes Customer Service, Marketing, Communications, Finance (including debt service), Facilities, HR, IT, and Administrative Services. • Provides support to assist with the delivery of a high quality, effective, efficient and customer focused transit service.
	Supplies/Svcs	$1,181	Other Govs	$425				
	Allocation	$3,266	Int Recovery	$3,973	M	3		
	Capital	$10,270	Property Tax	$12,906				
	Grants	$0						
	Total	**$18,348**	**Total**	**$18,348**				
Transit Development Plans and coordinates the conventional transit route network. Current focus is on the seamless integration of GRT and Rapid Transit services.	Compensation	$1,414	User Fees	$40	S	I	14.0	• The Transit Development group is a new addition to Transit Services as part of the 2014 organizational restructure. • This group provides transit planning to ensure the service delivery meets customer /community needs and the Transportation Master Plan goals.
	Supplies/Svcs	$116	Other Govs	$0				
	Allocation	$51	Int Recovery	$239	M	3		
	Capital	$9	Property Tax	$1,311				
	Grants	$0						
	Total	**$1,590**	**Total**	**$1,590**				

Conventional Public Transit

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	Costs		Revenues		Service Level & Source	Service Type	FTEs	Notes
Operations Provides the service delivery of conventional transit services in Waterloo Region	Compensation	$43,078	User Fees	$32,645	**S**	**E**	466.5	• Operations is responsible for the safe, customer focused and reliable delivery of 70 conventional transit routes. • This group's focus on performance management includes safe driving, customer service, work coverage and attendance management. • In 2014 Conventional Operations preventable collision rate was 0.86 preventable collisions per 100,000 km. • Customer service issues in 2014 were 19/100,000 passengers. • In 2014 Conventional Operations operated 99.91% of scheduled service.
	Supplies/Svcs	$1,396	Other Govs	$7,322				
	Allocation	$614	Int Recovery	$5,180	**M**	**3**		
	Capital	$1,163	Property Tax	$1,104				
	Grants	$0						
	Total	**$46,251**	**Total**	**$46,251**				

Conventional Public Transit

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

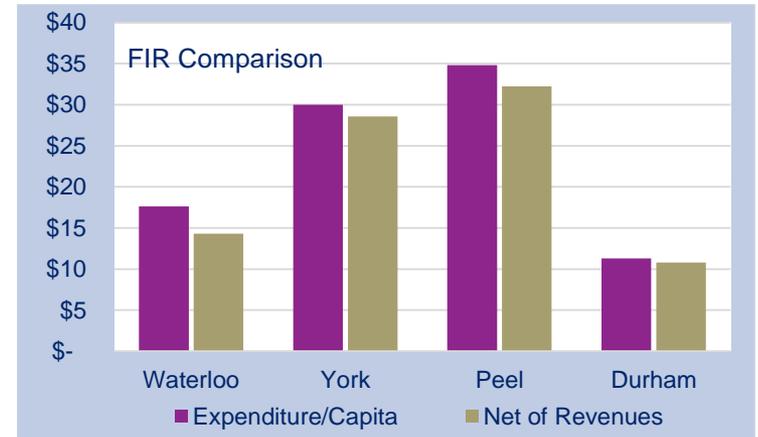| **Subservice Name & Description**	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Fleet Purchases, maintains and provides the daily servicing of vehicles at two facilities; one on Conestoga Blvd in Cambridge and the other in Kitchener on Strasburg Rd.	Compensation	$8,940	User Fees	$175	S	E	97.33	• Fleet is responsible for the maintenance of 240 transit buses.
	Supplies/Svcs	$15,958	Other Govs	$1,830				
	Allocation	$3,131	Int Recovery	$1,295	M	3		• The Highway Traffic Act requires buses be inspected to MTO safety standards on a semi-annual basis. Additional PM inspections occur at 10,000 km intervals.
	Capital	$4,147	Property Tax	$28,876				
	Grants	$0						
	Total	**$32,176**	**Total**	**$32,176**				• Performance measures are used to monitor fleet reliability, legislative compliance, service reliability, and vehicle cleanliness.

Notes continued:
- Fleet is responsible for the maintenance of 240 transit buses.
- The Highway Traffic Act requires buses be inspected to MTO safety standards on a semi-annual basis. Additional PM inspections occur at 10,000 km intervals.
- Performance measures are used to monitor fleet reliability, legislative compliance, service reliability, and vehicle cleanliness.
- In 2014 90% of PM/MTO inspections occurred as scheduled.
- Spare ratio is 22%.
- In 2014 peak period deployment was met 99.9% of the time.

Program

Transportation

Department

Transportation & Environmental Services

Service Type

External

Budget ($,000s)

Compensation	$4,939
Supplies & Services	$4,616
Grants & Pmts	$0
Capital	$460
Allocations	$0
Total Costs	**$10,015**
User Fees	$675
Other Gov	$1,104
Int Recoveries	$244
Property Taxes	$7,992
Total Revenues	**$10,015**
FTEs	57.4

Service Description

Specialized transit is an accessible door to door service which is provided by MobilityPLUS (MP) in North Dumfries and the urban areas and by contract with Kiwanis Transit for Wellesley, Wilmot and Woolwich. All customers need to meet an eligibility criteria.

MobilityPLUS also offers weekday service to various adult day services within the urban areas.

GRT's fleet is now fully low floor accessible and many MP registrants are using conventional transit.

Performance

In 2013 the Canadian Urban Transit Association (CUTA) reported the ROW had a net cost/capita of $15.89, below the average of $21.72. The number of trips/capita of .59 was also below the average of .86 trips/capita. Also the Region provided 2.54 rides/hour slightly above the CUTA average of 2.47.

Comparing 2002 to 2013 - the trips/capita increased from .45 to .59 in the urban areas and from .47 to .79 in the rural areas. The number of urban registrants grew from 4,372 to 7,627 and rural from 906 to 1,455.

In 2013 there were 144,000 accessible trips taken by registrants on GRT low floor buses and 70,000 Taxi Scrip trips, up from 8,300 when this cost shared taxi service was introduced in 2003.

FIR Comparison — bar chart comparing Expenditure/Capita and Net of Revenues for Waterloo, York, Peel, and Durham.

Rationale For Service Level Assessment & Service Type

- MobilityPLUS was established as a Regional service in 2001 to support the conventional Grand River Transit system by providing an accessible door to door transit service for customers. MobilityPLUS specialized services are intended for transit customers with a physical disability who are unable to access fixed-route public transit, such as GRT conventional buses, for the majority of their transportation needs. Eligibility is considered on a case by case basis and is not based on a particular disability nor is it based on income level.

- Specialized transit services are delivered by many service providers including MP buses, contract taxis, Kiwanis Transit in the rural areas, GRT low floor buses, and through a cost shared service known as Taxi Scrip.

- The Accessibility for Ontarians with Disabilities Act (AODA) requires communities to provide the same hours of service and fares as the conventional transit service.

	Sub-Services					
Subservice Name & Description	**Costs ($000's)**	**Revenues ($000's)**	**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Mobility Plus Operations Coordinates and provides the delivery of MobilityPLUS services in Waterloo Region.	Compensation $4,630 Supplies/Svcs $3,262 Allocation $0 Capital $460 Grants $0 **Total $8,352**	User Fees $327 Other Govs $1,104 Int Recovery $244 Property Tax $6,677 **Total $8,352**	B L	E 1	54.4	• MP Operations is responsible for the safe, customer focused and reliable delivery of specialized transit services, with 30 MP buses or by contract with local taxis or Kiwanis Transit. • In 2001 there were 190,000 trips which has grown to 495,000 in 2013. including the 144,000 rides on Conventional Transit. In 2013 there were 3,584 unaccommodated rides. • Medical, post secondary and employment trips can be booked up to 28 days in advance. Recreational and personal trips may be booked 7 days in advance. Customers can call up to 10:15 PM daily to inquire about availability for the next day. • This group's focus on performance management includes safe driving, customer service, attendance management and improving the efficiency of scheduling customer trips.
Mobility Plus Fleet Purchases, maintains and provides the daily servicing of MobilityPLUS buses	Compensation $295 Supplies/Svcs $635 Allocation $0 Capital $0 Grants $0 **Total $930**	User Fees $0 Other Govs $0 Int Recovery $0 Property Tax $930 **Total $930**	S T	I 3	3.0	• Fleet maintenance for MobilityPLUS was assumed by the Region in January 2015 from the City of Kitchener (COK). • Historically the COK leased space at the GRT Strasburg Rd facility to perform this work. • When they moved, the shuttling of buses added to the cost and in January 2015 GRT fleet assumed responsibility for this work in house.

Specialized Public Transit

	Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Taxi Scrip Taxi Scrip was introduced to increase access for MobilityPLUS registrants to local taxi services on a 50% cost shared basis.	Compensation	$13	User Fees	$348	S	E		• The purchase of Taxi Scrip is only available to MobilityPLUS registrants in the urban area who can purchase $120 of taxi trips each month for $60 dollars. • Taxi Scrip allows customers to book their travel directly with local taxi operators. • In 2013 there were 70,000 trips taken by Taxi Scrip at a gross cost per trip of $9.85 and a net cost per trip of $4.38.
	Supplies/Svcs	$720	Other Govs	$0				
	Allocation	$0	Int Recovery	$0	M	4		
	Capital	$0	Property Tax	$385				
	Grants	$0						
	Total	**$733**	**Total**	**$733**				

Light Rail Transit

Program
Transportation

Department
Transportation & Environmental Services

Service Type
External

Budget ($,000s)	
Compensation	$2,438
Supplies & Services	$513
Grants & Pmts	$0
Capital	$30,387
Allocations	$82
Total Costs	**$33,420**
User Fees	$0
Other Gov	$0
Int Recoveries	$9,035
Property Taxes	$24,385
Total Revenues	**$33,420**
FTEs	24.6

Service Description

Oversee and manage the building and operation of an efficient, easy to use, ION rapid transit service that will be totally integrated with conventional transit service.

Performance

Performance is measured by the implementation of the ION project within the approved budget and schedule. The core team draws on other resources from within the Region when required.

Rationale For Service Level Assessment & Service Type

- Project continues to be on time and on budget.

Solid Waste Collection

Program
Utilities

Department
Transportation & Environmental Services

Service Type
External

Budget ($,000s)

Compensation	$1,869
Supplies & Services	$22,921
Grants & Pmts	$0
Capital	$55
Allocations	$336
Total Costs	**$25,181**
User Fees	$0
Other Gov	$0
Int Recoveries	$0
Property Taxes	$25,181
Total Revenues	**$25,181**
FTEs	20.5

Service Description

Curbside residential waste collection by external contractors for green bin organics, yard waste, large item, and blue box recycling and contract administration.

- Includes IC&I collection from downtown BIAs, schools, universities and some larger multi-res (apartment, townhouse) complexes.
- Includes rebates to multi-res that do not receive curbside collection.
- Includes costs for roadside dumping and litter reduction.

FIR Comparison

Waterloo, Peel, Niagara, Halton, Durham

Legend: Collection/Capita, Collection Net/Capita, Collection/tonne

Performance

OMBI reports Waterloo collects 0.92 tonnes per hhld of all wastes combined per year (exactly the average) and collection costs at $115 per tonne are above the $97 average. Approximately 85,000 tonnes of residual waste (garbage) and about 60,000 tonnes of diversion materials (yard waste, green bin, blue box) are collected curbside annually.

The residential diversion rate at 52.3 % (2013 OMBI) and 0.52 tonnes diverted per hhld are above median in comparison to our peers while 0.48 tonnes disposed in landfill per hhld is less than our peers.

Over 1.5 million combined collection stops per month servicing approximately 175,000 households.

6.25 complaints per 1,000 households (OMBI 2013) is well below median of 31.42 complaints.
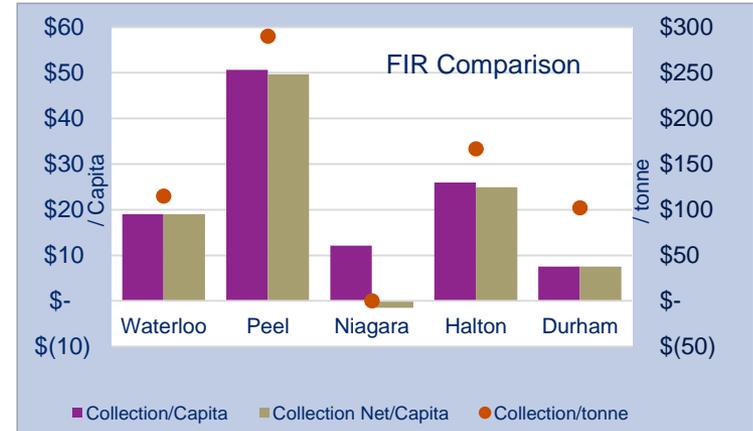
Rationale For Service Level Assessment & Service Type

- In 2000, curbside collection services consolidated at the Regional level with most service levels from local area municipalities grandfathered.

- Service levels have become more standardized with successive collection contracts but some inconsistencies exist between local municipalities and rural/urban collection. Some service levels exceed the standards of other municipalities and in other parts of the RoW.

- Services range from essential (garbage collection) to discretionary, such as the large item pick-up.

- 2013 Waste Master Plan identified consideration of curbside collection policy changes as a means to increase residential diversion.

Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Recycling Collection Services Collection services for the Region's customers to collect recyclable materials in two separate streams (paper materials and container materials). Curbside blue box and cart collection.	Compensation	$0 *	User Fees	$0	**S+**	**E**	4.5	• Weekly collection available to all single residential homes and multi-res (based on access), as well as schools, universities, downtown BIAs • Collect over 35,000 tonnes annually with over 95% participation rate • Material types collected curbside go well beyond legislated requirements and are typically based on availability of sustainable recycling markets Council direction and projected revenue (usually a less important consideration).
	Supplies/Svcs	$7519	Other Govs	$0				
	Allocation	$0	Int Recovery	$0	**L,C,M,T,FA**	**3**		
	Capital	$0	Property Tax	$7,519				
	Grants	$0						
	Total	**$7,519**	**Total**	**$7,519**				
Garbage Collection Services Collection services for the Region's customers to collect residual waste (garbage). Curbside bag/container collection and bulky waste collection. Garbage is typically co-collected with green bin waste (split packer truck) with larger items/appliances collected by separate truck (as necessary).	Compensation	$0 *	User Fees	$0	**S+**	**E**	3.0	• Weekly collection available to all single residential homes and multi-res (typically less than 6-units) with some IC&I collection in downtown BIAs (6-days/week). Garbage rebates are provided for multi-res properties not eligible for municipal curbside collection. • Bag/container limits vary from 3 (in some rural townships) to 10 (in tri-cities) . Limits under review with intention to standardize across entire Region (at 3 or less weekly likely) or potentially bi-weekly garbage collection as well as potential for bag tags. Reporting to Council in spring 2015 for direction
	Supplies/Svcs	$9,815	Other Govs	$0				
	Allocation	$0	In Recovery	$0	**L,C,M,T**	**2**		
	Capital	$0	Property Tax	$9,815				
	Grants	$0						
	Total	**$9,815**	**Total**	**$9,815**				

Solid Waste Collection

Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Organic Waste Collection Services Collection services for the Region's customers to collect organic waste materials (yard waste and green bin organics)	Compensation	$338	User Fees	$0	S	E	6.0	• Weekly green bin collection, co-collected with garbage on same truck for single residential homes only. Bi-weekly yard waste collection from early April to late November for single residential and some multi-res.
	Supplies/Svcs	$5,372	Other Govs	$0				
	Allocation	$0	Int Recovery	$0	C,M	4		
	Capital	$10	Property Tax	$5,720				
	Grants	$0						
	Total	**$5,720**	**Total**	**$5,720**				

Solid Waste Collection

			Sub-Services				

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Solid Waste Collection Support Services Support Activities for the Solid Waste Collection Services includes various administrative functions to support the collection operations services.	Compensation	$1,531 *	User Fees	$0	S	I	5.0	• Includes contract administration (curbside collection), customer service and promotion and education (resident collection calendars, website, social media, etc.) as well as finance/centralized service support and administration
	Supplies/Svcs	$215	Other Govs	$0				
	Allocation	$0	Int Recovery	$0	C,M,T			
	Capital	$45	Property Tax	$2,127				
	Grants	$336						
	Total	**$2,127**	**Total**	**$2,127**				
Bulk Waste Collection Services Collection services for eligible properties to collect large items such as furniture and appliances. Note: cost and revenue numbers included as part of garbage collection subservice.	Compensation	$0 *	User Fees	$0	S+	E	2.0	• Weekly collection in tri-cities for single family residential and some multi-res (typically less than 6-units).
	Supplies/Svcs	$0	Other Govs	$0				• Monthly collection in Townships.
	Allocation	$0	Int Recovery	$0	C,M,T	4		• Reviewing service level with view to standardize across entire Region Reporting back to Council in Spring for further direction.
	Capital	$0	Property Tax	$0				
	Grants	$0						
	Total	**$0**	**Total**	**$0**				

* Compensation identified under Solid Waste Collection Support Services incorporates recycling, garbage and bulk waste collection services costs.

Solid Waste Processing and Disposal

Program

Utilities

Department

Transportation & Environmental Services

Service Type

External

Budget ($,000s)

|	
Compensation	$5,766
Supplies & Services	$9,364
Grants & Pmts	$0
Capital	$7,808
Allocations	$2,174
Total Costs	**$25,112**
User Fees	$13,308
Other Gov	$0
Int Recoveries	$579
Property Taxes	$11,225
Total Revenues	**$25,112**
FTEs	64.5

Service Description

Operation of the Waterloo sanitary landfill, the Cambridge bulk waste transfer station, composting Pads, and small vehicle transfer stations including drop-off areas for waste diversion services such as household hazardous waste, e-waste, tires, scrap metal, textiles, reusable building materials, etc.

Legend: Disposal/Capita, Disposal Net/Capita, Diversion/Capita, Diversion Net/Capita, Disposal Cost/tonne, Diversion Cost/tonne

Performance

OMBI reports that Waterloo diverts 52% of waste away from landfill, well above the average of 47%, and does it at a cost of $162 per tonne, up from $126 in 2012, but better than the $176 per tonne average. Cost increases are primarily driven by external market (commodity pricing) factors that are out of Region's control. Placing the rest in landfill costs $95 per tonne, more than the $70 per tonne average.

As the FIR data shows top right, RoW has roughly equal spending on disposal and diversion, where most other regions give diversion more investment

Proposed 2015 household tax levy of $148/hhld for property valued at $291,500 for all waste management services is at low end of range in comparison to other Ontario municipalities.
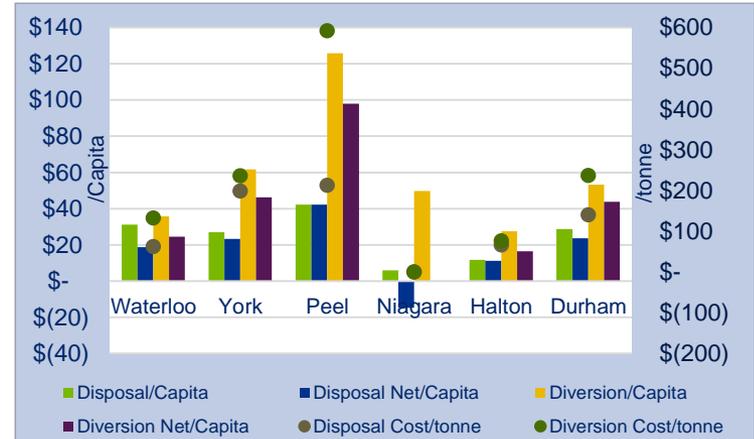
Rationale For Service Level Assessment & Service Type

- Waterloo landfill operational since 1973 with EA approved expansion in early 1990's to provide primarily residential waste disposal services as well as a disposal option (fee applied) for IC&I waste generators. Only non-hazardous solid waste generated within the Region of Waterloo acceptable under certificate of approval.

- Extensive environmental systems/controls/monitoring, above industry standard and in accordance with regulatory approvals, are in place due to proximity of urban development (nuisance receptors).

Solid Waste Processing and Disposal

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Solid Waste Processing Support Services Conducts customer service and promotion and education as well as finance/centralized service support and administration	Compensation	$913	User Fees	$0	**S**	**E**	**5.0**	• Includes contract administration (recycling centre, hauling between sites, etc.) customer service and promotion and education (i.e. Environmental Education Centre, school curriculum, website, social media, etc.) as well as finance/centralized service support and administration
	Supplies/Svcs	$68	Other Govs	$0				
	Allocation	$94	Int Recovery	$99	**C,M,T**	**3**		
	Capital	$6	Property Tax	$982				
	Grants	$0						
	Total	**$1,081**	**Total**	**$1,081**				
Solid Waste Disposal – Waterloo Landfill Accept non-hazardous municipal solid waste for final disposal. Manage landfill operations and maintenance, environmental monitoring and governance, landfill gas to energy well field, and plant maintenance.	Compensation	$1,969	User Fees	$7,048	**S**	**E**	**21**	• 168,000 tonnes landfilled in 2013 (90,000 via residential collection and 78,000 tonnes from IC&I waste sector). IC&I waste variable due to external market conditions. Approximately 15 to 20 years landfill capacity remains with significant additional challenges related to environmental controls given proximity of urban development to the site
	Supplies/Svcs	$2,383	Other Govs	$0				
	Allocation	$1,272	Int Recovery	$0	**L,C,M,T**	**2**		• IC&I tipping fee at $75/tonne is at low end in comparison to other Ontario municipal landfill sites
	Capital	$5,715	Property Tax	$4,291				• Landfill bans exist for tires, cardboard and e-waste
	Grants	$0		$0				• Costs include post-closure liability which also fluctuate year over year.
	Total	**$11,339**	**Total**	**$11,339**				• Public/private landfill gas utilization with Toromont (considered best practice)

Solid Waste Processing and Disposal

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Diversion Processing Management and operations of the Materials Recycling Centre (MRC) and diversion of yard waste, e-waste, tires, green bin organics, HHW, scrap metal, etc. from landfill. This includes processing collected materials (for blue box materials), sorting, preparing for shipping, transporting, marketing, etc. for the various waste materials diverted.	Compensation	$623	User Fees	$6,260	S	E	11.0	• Region owns 2-stream material recycling centre (built in 1991 and renovated in 2009) • Processing contracted out to 3rd party and administered by region staff. Marketing/sale of all materials done by Region (not part of processing contract) • Approximately 35,000 tonnes of recyclable material processed annually • Residual rate (feedstock material that goes to landfill) is about 5% and is one of the lowest in the industry • Centralized composting in accordance with Provincial regulation occurs at the Cambridge site with over 35,000 tonnes of yard waste/leaves processed annually into Class A compost for residential giveaway and sale to the private sector
	Supplies/Svcs	$5,225	Other Govs	$0				
	Allocation	$378	Int Recovery	$203	C,M,IS,FA,T	2,3		
	Capital	$1,292	Property Tax	$1,055				
	Grants	$0						
	Total	**$7,518**	**Total**	**$7,518**				
Closed Landfill Management Management, maintenance, remediation, and environmental monitoring and governance of the Region's 5 closed Landfill sites.	Compensation	$148	User Fees	$0	S	I,E	2.0	• Environmental monitoring services undertaken at all closed landfill sites in accordance with Ministry of Environment and Climate Change requirements and specific site Certificates of Approval • No current regulatory compliance issues
	Supplies/Svcs	$490	Other Govs	$0				
	Allocation	$135	Int Recovery	$0	L,C,M,T	2,3		
	Capital	$11	Property Tax	$784				
	Grants	$0						
	Total	**$784**	**Total**	**$784**				

Solid Waste Processing and Disposal

	Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Transfer Station Operation Six transfer stations, scale house operations and transportation of collected waste to appropriate end disposal sites/end markets.	Compensation	$2,113	User Fees	$0	S+	E	25.5	• One large (bulk) waste transfer station in Cambridge (replaced former landfill) and five (5) small vehicle transfer stations (one in each of four townships – no scales; piece rate and one at Waterloo site – scaled loads).
	Supplies/Svcs	$1,198	Other Govs	$0				
	Allocation	$295	Int Recovery	$277	C,M,T	2,3		• All sites accept residual garbage and recyclables. Household hazardous waste received at Cambridge and Waterloo sites only through dedicated HHW drop-off depots.
	Capital	$784	Property Tax	$4,113				
	Grants	$0						• Residual garbage transferred to active Waterloo Landfill. Recyclables (containers) transferred to Waterloo recycling centre for processing. Fibres shipped direct to end processor.
	Total	**$4,390**	**Total**	**$4,390**				• Usage of rural transfer stations has declined significantly since 2009 with increased curbside collection in townships while costs to maintain has increased. Council approved closure of the four sites at the end of 2015.

Water Supply and Distribution

Program

Utilities

Department

Transportation & Environmental Services

Service Type

External

Budget ($,000s)

Compensation	$9,019
Supplies & Services	$16,061
Grants & Pmts	$2,771
Capital	$22,875
Allocations	$5,131
Total Costs	**$55,869**
User Fees	$54,942
Other Gov	$0
Int Recoveries	$927
Property Taxes	$0
Total Revenues	**$55,869**
FTEs	81.9

Service Description

Responsible for drinking water supply in the Region, 75% groundwater and 25% surface water (Mannheim WTP). Operate trunk and dual water mains, elevated water storage, water reservoir and booster systems, flow chambers to provide water to lower tier municipalities. Distribution services provided to North Dumfries and Wellesley Townships. Technical services (engineering, hydrogeology, financial and analytical), support delivery of safe potable water. Operate 24 hours/7 days per week with emergency maintenance response. Operating Authority is accredited with a Municipal Drinking Water License.

Performance

OMBI reports the cost of treating & transmission of drinking water is higher ($655 per megalitre) than elsewhere ($582 two tier OMBI average); cost reflects low per capita demand and complex ground water supply system with numerous small systems. Volumes treated are lower than average, at 10,086 megalitres per 100,000 people compared to an average of 13,400 based on an established water efficiency service; many operating costs are fixed with lower consumption resulting in higher per mega liter cost. Recognized for very low residential per capita demand at 202 L/capita/day; service target to decline to 165 l/capita/day by 2025. Great Lakes pipeline deferred beyond 2051 with water efficiency. Water supply is sustainable to 2051 with existing supply supplemented with 50 MLD of new water to meet average day demands. Challenge for operating budget is hydro cost, conservation services have lead to hydro consumption decreasing as unit cost increases.
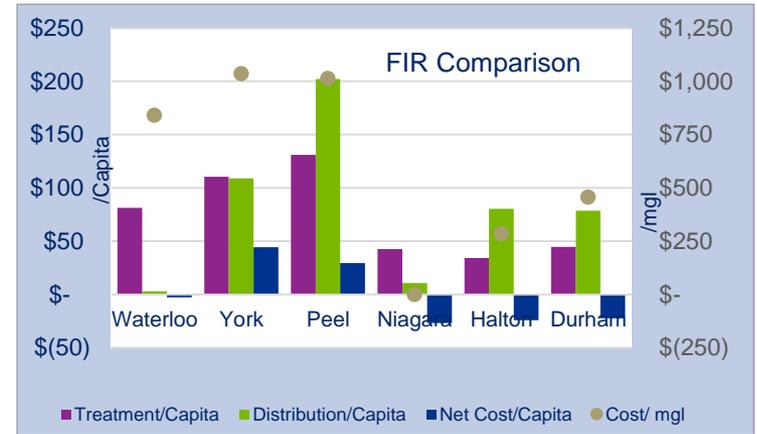
FIR Comparison

Waterloo, York, Peel, Niagara, Halton, Durham

■ Treatment/Capita ■ Distribution/Capita ■ Net Cost/Capita ● Cost/ mgl

Rationale For Service Level Assessment & Service Type

- Operational, Monitoring & Maintenance regulated by Safe Drinking Water Act & Clean Water Act, EPA, OWRA, AWWA standards, Ten State Standards.
- Treatment for Crypto at surface water plant above standard in accordance with Peer Review of Mannheim WTP Operations
- Treatment for 1,4 Dioxane, TCE and GUDI wells above standard to ensure multiple barrier approach to supply safe drinking water
- Services established by Regional bylaws/policies on Water Rates, Well Interference, Water Supply, Water Efficiency, Source Water Protection
- Studies and Master Plans identify capital and asset management plans, Infrastructure Reinvestment and maintenance established by asset management ($807 M assets)
- Source Protection Policy above standard protect unique groundwater supply such as Smart About Salt, Rural Water Quality
- Established Water Efficiency supports deferral of the Great Lakes pipeline beyond 2050

Water Supply and Distribution

Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Water Supply Treatment and supply of drinking water, this includes: • the 24 hour/7day per week operation and maintenance of treatment facilities, one surface water plant, 20 ground water supply systems, 24 System Wells, 84 Raw Water Wells and Aquifer and Storage recovery system • Water storage including 7 elevated water towers, 14 water reservoirs and pumping booster stations and control valves and flow chambers • Regional water main, including both trunk and dual water mains; approximately 255.5 km of trunk mains and 75 kms of dual water mains	Compensation Supplies/Svcs Allocation Capital Grants **Total**	$6,254 15,616 3,799 22,430 2,720 **$50,821**	User Fees Other Govs Int Recovery Property Tax **Total**	$50,806 $0 $15 $0 $0 **$50,821**	**S+/S** **L**	**E** **1**	57	• Service Delivery is defined by Drinking Water Operations Plan, Master Plans for Water Supply, Water Distribution and Efficiency, Source Protection Plans (available on web site); • Chemical Supply, staff training and qualifications, establish critical control points defined in Operational Plan in the DEMS • Multi barrier approach to treating water (surface and ground); CT calculators and on line analyzers • Extended Terminal Sub Fluidization Wash (ETWS) filter optimization in partnership with University at Mannheim TWP • Supply annually 54 million cubic meters • Hydro consumption is over 48,000,000 kWh annually; cost of $6.6M which is 27 % of operating budget • 22 MOECC inspections for compliance 19 rated 100% and audits for Municipal Drinking Water License • Annual Reports to Regional Council on Water Quality and Summary of Compliance (released annually) • Benchmarks of 1.08 #O&M FTE/1,000 ML follow median for section (2012 data) • O&M cost of $306/ML have been steady; Region costs are below median in 2012 (median $362) • Approved User rates $0.9776/m3 @2015 with a 4.9 % increase • Development Charge rates updated 2014

Water Supply and Distribution

	Sub-Services						

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Water Distribution Water distribution for the Townships of North Dumfries and Wellesley, the operation and maintenance of the municipal drinking water distribution system (70 km of water main).	Compensation	$293	User Fees	$1,966	S	E	3	• Service Delivery is defined by Drinking Water Operations Plan, SDWA, EPA, OWRA, AWWA standards, Ten State Standards, Operating Manuals and Manufactures direction, ECA, MOECC standards.
	Supplies/Svcs	$305	Other Govs	$0				• Regional by law defines distribution service levels; back flow prevention will be implemented in 2015.
	Allocation	$1,079	Int Recovery	$133	L	1 &2		• Design Guidelines for Construction and Commissioning of water mains and sanitary sewers.
	Capital	$422	Property Tax	$0				• Annually distributes 739,000 cubic meters.
	Grants	$0		$0				• MOECC inspections for compliance annually and reports under water supply.
	Total	**$2,099**	**Total**	**$2,099**				• Approved User rates $2.18 m3 for 2015 with a 8.9 % increase and a flat rate of $8 per month.

Water Supply and Distribution

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Water Technical Services For the delivery of water services, involves engineering and planning, hydrogeological and source water protection, water efficiency, finance, and administrative services.	Compensation	$2,472	User Fees	$2,170	**S**	**I**	**21.9**	
	Supplies/Svcs	$140	Other Govs	$0				
	Allocation	$253	Int Recovery	$779	**L, C, M**	**1,2,3**		
	Capital	$35	Property Tax	$0				
	Grants	$50		$0				
	Total	**$2,949**	**Total**	**$2,949**				

Notes:
- Update Master Plan every 5 to 7 years, undertake Environmental Assessments based on Municipal Engineering Guidelines
- Release annual Water & Wastewater Monitoring Report as per Region policy; confirms capacity available to support growth; WWWMR reporting on capacity available to support growth and per capita consumption. Review various planning applications.
- Source Protection manage 2500 significant threats, 700 risk management plans.
- Comprehensive model of groundwater to ensure sustainable supply.
- Comprehensive source management plans and hydrogeological assessments, maintenance and monitoring of the wells, water quality and water taking permit renewals.
- Asset Management defines strategic reinvestment in infrastructure; water main replacement, steel reservoir (Assets over $ 807 M)
- Facility assessments; Shade Mills WTP Assessment, Hidden Valley Assessment, Diesel Generator Study, etc.
- Water efficiency targets benchmarks - Annual, cumulative by 2025
- Annual Water Savings, 1,370,000 m3
- Annual Water Savings Peak 279,489 m3
- Annual Green house Gas eliminated 7,304 tonnes
- Savings on Water /WW operating costs $634,000
- Deferred/avoided capital $2.8 million/year avg water
- Deferred/avoided capital $700,000/yr avg wastewater

Wastewater Collection & Treatment

Program

Utilities

Department

Transportation & Environmental Services

Service Type

External

Budget ($,000s)

Compensation	$6,351
Supplies & Services	$23,010
Grants & Pmts	$3,284
Capital	$36,478
Allocations	$4,250
Total Costs	**$73,373**
User Fees	$71,327
Other Gov	$0
Int Recoveries	2,046
Property Taxes	$0
Total Revenues	**$73,373**
FTEs	62.9

Service Description

The RoW has 13 wastewater treatment facilities with various technologies for secondary and tertiary treatment and conducts biosolids management and disposal. Area municipalities generally responsible for wastewater collection, however RoW has six raw sewage pump stations and associated force mains. Services include wastewater collection in North Dumfries and Wellesley. Wastewater and Biosolids Master Plans to be updated commencing in 2015. Ongoing capital plans include major reinvestment in infrastructure and growth related capital plans. Technical services (include engineering, hydrogeology, financial and analytical), support treatment of wastewater and disposal of biosolids. Operations are contracted to the Ontario Clean Water Agency OCWA (contact term ends Dec 31, 2020). Environmental Enforcement and Laboratory Services provided to Region and local municipalities.

Performance

OMBI reports the cost of wastewater treatment is $510 per megalitre, lower than York at $537, but higher than the $474 average of single tier systems. Higher unit cost reflects the multiple treatment facilities. Volumes are reported to be much lower (12,627 megalitres per 100,000 population) than the average for one-tier systems (17,426). This suggests low per capita usage and less infiltration and fewer combined sewers in RoW. However 1.8% of wastewater in RoW bypasses treatment (tertiary bypass), much more than the average of .33%. Challenge is hydro cost (24 % operating budget); hydro consumption is increasing with commissioning of new infrastructure and hydro unit cost is also increasing. Estimated costs for operating and maintenance projected in 10 year user rate models.
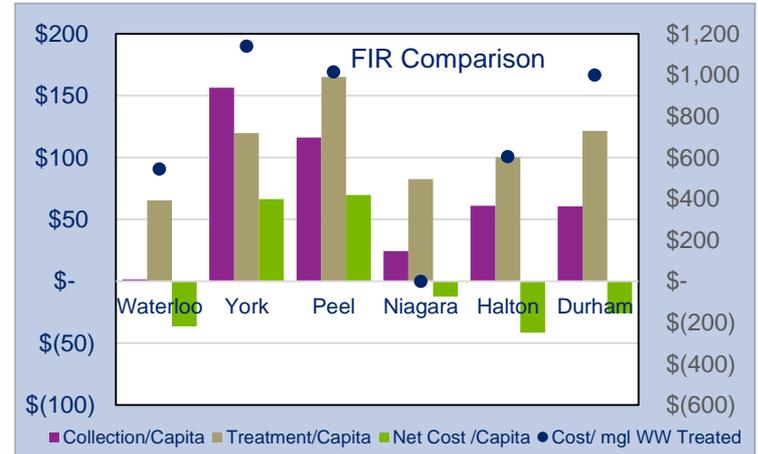
FIR Comparison

Collection/Capita · Treatment/Capita · Net Cost /Capita · Cost/ mgl WW Treated

Rationale For Service Level Assessment & Service Type

- Operational , Monitoring & Maintenance established by EPA, OWRA, NMA, O Reg 129/04, OMECC standards, TSSA standards (digester gas code).
- Elluent compliance and objectives are defined in ECA; some effluent criteria more stringent due to limited receiver
- Maintenance, operational checks and monitoring is defined by ECA, maintenance manual and industry standards.
- OCWA contract has set treatment standards at the ECA objective level (higher standard) than to ECA compliance.
- Plans established by Regional bylaws/policies on Wastewater Rates, for I&I studies.
- Studies and Master Plans identify capital plans and asset management plans.
- Infrastructure Reinvestment and maintenance established by asset management ($1.020 B assets).
- Environmental Enforcements and Laboratory Services set by MOECC, CALA ISO 17025, OWRA, SDWA, O Reg 128/04. O Reg 248/03 and Region's Sewer Use By Law.

Wastewater Collection & Treatment

Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Wastewater Treatment Operation and maintenance of the wastewater outstations and wastewater treatment plants.	Compensation	$806	User Fees	$64,701	**S**	**E**	7	• Service Delivery is defined by Operating Manuals and Manufactures direction, Wastewater and Biosolids Master Plans (available on web site), ECA, MOECC standards. • Treat annually 67 million cubic meters. • Hydro consumption is over 38,000,000 kWh annually; cost of $5.1 M which is 24 % of operating budget. • MOECC inspections for compliance to ECA and regulations every 4 years. • Benchmarks of 0.26 #O&M FTE/1,000 ML (2012 data Kitchener) with median at .92 #OHM FTE/1,000 ML. • O&M cost of $308/ML in 2012 Kitchener; median is $310/ML. • Approved User rates $0.9441 m3 @2015 with a 7.9 % increase. • Development Charge rates updated in 2014.
	Supplies/Svcs	$21,717	Other Govs	$0				
	Allocation	$2,781	Int Recovery	$32	**M, P, L**	**1 & 2**		
	Capital	$36,145	Property Tax	$0				
	Grants	$3,284						
	Total	**$64,733**	**Total**	**$64,733**				
Wastewater Collection Operation and Maintenance of the Regionally owned collection system in North Dumfries and Wellesley; systems includes 46 km of sanitary sewer.	Compensation	$0	User Fees	$1,093	**S**	**E**	0	• Service Delivery is defined by Operating Manuals and Manufactures direction, Regional By Law, ECA, MOECC standards. • Collect annually 494,000 cubic meters. • Design Guidelines for Construction and Commissioning of water mains and sanitary sewers. • MOCK inspections for compliance to ECA and regulations every 4 years. • Approved User rates $1.81 m3 for 2015 with a 6.9 % increase and a flat rate of $6 per month.
	Supplies/Svcs	$42	Other Govs	$0				
	Allocation	$802	Int Recovery	$0	**P, L**	**1 & 2**		
	Capital	$249	Property Tax	$0				
	Grants	$0						
	Total	**$1,093**	**Total**	**$1,093**				

Wastewater Collection & Treatment

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Environmental Enforcement and Laboratory Services Sampling and Analytical services for local municipalities and Region for drinking water and wastewater. Spill Response and enforcement of Sewer Use By Law.	Compensation	$3,508	User Fees	$3,363	**S**	**E**	38	• Established by Regional policy and By law; spill response total 300 annually, industrial plans (composite samples 890 and grab 330 samples). • Management & enforcement of Sewer Use By Law. • 45,000 samples, 147,000 water, 40,000 wastewater and 16,000 industrial reported parameters. • 11,000 parameters tested per FTE and $10/ service cost/ total test performed.
	Supplies/Svcs	$1,185	Other Govs	$0				
	Allocation	$495	Int Recovery	1,904	**P, L, C**	**1,2,4**		
	Capital	$79	Property Tax	$0				
	Grants	$0						
	Total	**$5,267**	**Total**	**$5,267**				
Wastewater Technical Services Prepares plans for growth and renewal of system.	Compensation	$2,036	User Fees	$2,170	**S**	**I**	17.9	• Update Wastewater and Biosolids Master Plan every 5 to 7 years, undertake Municipal Class Environmental Assessments based on Municipal Engineering Guidelines. • Release annual Water and Wastewater Monitoring Report as per Region policy; confirms capacity available to support growth. • Nutrient Management Plans and monitoring. • Optimization studies, Grand River Water Quality Monitoring and Assimilative capacity studies. • Asset Management defines strategic reinvestment in infrastructure (Assets over $1.02 B).
	Supplies/Svcs	$66	Other Govs	$0				
	Allocation	$172	Int Recovery	$109	**M, P, L**	**1, 2**		
	Capital	$5	Property Tax	$0				
	Grants	$0						
	Total	**$2,279**	**Total**	**$2,279**				

Service Profiles

Department: CAO's Office

1. Organizational Oversight
2. Corporate Strategic Planning
3. Internal Audit
4. Strategic Communications

# Organizational Oversight

Program

Corporate

Department

CAO's Office

Service Type

Internal

Budget ($,000s)

Compensation	$622
Supplies & Services	$60
Grants & Pmts	$0
Capital	$3
Allocations	$29
Total Costs	**$714**
User Fees	$0
Other Gov	$0
Int Recoveries	$103
Property Taxes	$611
Total Revenues	**$714**
FTEs	3.5

Service Description

Provide overall leadership and direction related to the administration and operation of the Corporation.

Establish and monitor progress on organizational priorities.

Foster an organizational culture that consistently demonstrates the Region's values.

Ensure the Region's services are delivered efficiently and effectively.

Performance

- The 2013 OMBI performance results indicate that the Region of Waterloo's operating costs for governance and corporate management were among the lowest of peer municipalities (see above).

Total Costs for Governance and Corporate Management as a Percent of Total Municipal Costs (includes amortization)
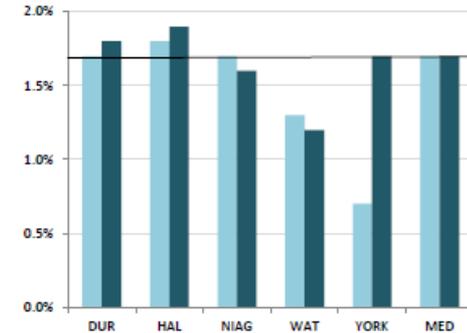
	DUR	HAL	NIAG	WAT	YORK	MED
2012	1.7%	1.8%	1.7%	1.3%	0.7%	1.7%
2013	1.8%	1.9%	1.6%	1.2%	1.7%	1.7%

Rationale For Service Level Assessment & Service Type

Service type is internal. Corporate Leadership and Strategic Direction is an essential service for the successful operation of the Region.

Service level standards for organizational oversight are consistently achieved. The following key accomplishments suggest the service level is at standard levels:

- Development and implementation of regular Corporate Strategic Plans.
- Regular activities to support and reinforce organizational values (new employee orientation; management and leadership development, etc.).
- Regular review of and reporting on performance measures (OMBI, MPMP, etc.).
- Departmental priorities aligned with Corporate priorities through Departmental Strategic Plans, Multi Department Initiative process, and Commissioner's performance development plans.
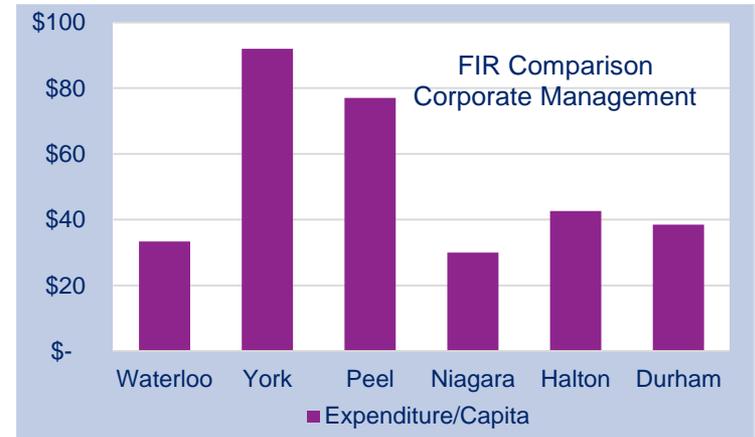
Program

Corporate

Department

CAO's Office

Service Type

Internal

Budget ($,000s)

Compensation	$128
Supplies & Services	$26
Grants & Pmts	$0
Capital	$1
Allocations	$5
Total Costs	**$160**
User Fees	$0
Other Gov	$0
Int Recoveries	$18
Property Taxes	$142
Total Revenues	**$160**
FTEs	1.0

Service Description

Coordinates the development and implementation of a Corporate Strategic Plan for each term of Regional Council, which:

- provides a process for priority setting that ensures effective and efficient governance.
- recognizes and responds to the needs of the community.
- provides direction, coordination and leadership on key organization-wide strategic initiatives, which help achieve the priorities for the organization.

Performance

- Management and implementation of 8 corporate initiatives each year e.g., focuses on values, Ambassador Program, annual extended management forum, and strategic focus sessions.
- Management of the Diversity and Inclusion Strategy and implementation of 12 actions.
- Management and tracking of the strategic planning process – 84 actions corporate wide and 7 department plans and 20 Multidepartment actions.

FIR Comparison Corporate Management — Expenditure/Capita (Waterloo, York, Peel, Niagara, Halton, Durham)

Rationale For Service Level Assessment & Service Type

- Service level is at standard and is consistent with business case, which is supported by the CAO through performance reviews and ongoing supervision.
- Service level is a management directive and industry best practice; there is a mixture of internal facing and external facing work completed. Service level is also based on the 2014 Council report on the strategic planning process.
- Development and implementation of the public and staff input process and communications of the Strategic Plan.
- Council approved the Diversity and Inclusion Initiative.
- Evaluation and communication on the Diversity and Inclusion initiative actions/progress.

Program

Corporate

Department

CAO's Office

Service Type

Internal

Budget ($,000s)

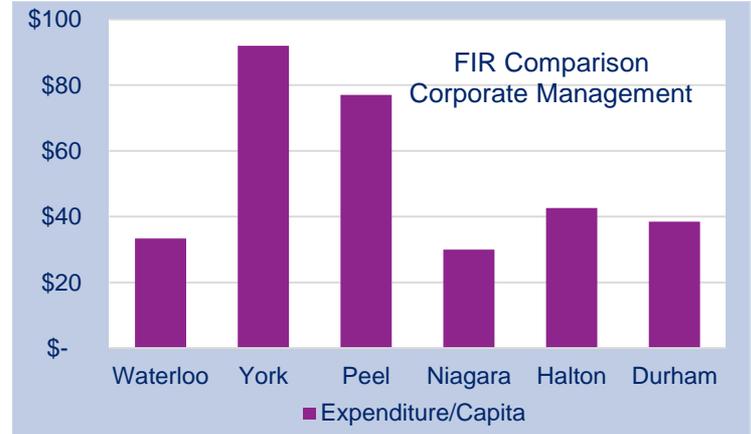|	
Compensation	$252
Supplies & Services	$141
Grants & Pmts	$0
Capital	$2
Allocations	$1
Total Costs	**$396**
User Fees	$0
Other Gov	$0
Int Recoveries	$0
Property Taxes	$396
Total Revenues	**$396**
FTEs	2

Service Description

The Region's Internal Audit Service brings a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

Internal Audit Services determines whether the Region's network of risk management, control, and governance processes, as designed and represented by management, is adequate and functioning in an appropriate manner.

Performance

- A survey of 7 medium to large Canadian municipalities indicate an Internal Audit spend of 0.05% to 0.2% of the operating budget. The City of Hamilton allocated 0.065% of the City Budget to Internal audit. The City of Toronto allocated 0.07% of the City Budget to Internal Audit. (includes all audit related functions).
- The Region of Waterloo allocated .029% of the Region's budget (operating and capital) to Internal Audit, which is significantly less than peer municipalities.

FIR Comparison Corporate Management — Expenditure/Capita bar chart: Waterloo, York, Peel, Niagara, Halton, Durham

Rationale For Service Level Assessment & Service Type

- Service level at standard due to achievement of the 2014 Annual Internal Audit Plan. The only exceptions were the deferral of one review and one compliance audit in 2014, due to the addition of the Service Review by Regional Council and the Lean Methodology Pilot Project.
- Internal Audit is an internal and traditional/management directive service needed to successfully run and operate the Region.
- Compliance audits are a traditional internal service not required by legislation but performed to ensure adherence to internal controls and sound risk management.
- Value For Money Audits are an objective evaluation of the efficiency and effectiveness of the service under review and an assessment as to the identification and management of risk.

	Sub-Services						
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**

Subservice Name & Description	Costs ($000's)		Revenues ($000's)		Service Level & Source	Service Type	FTEs	Notes
Compliance Auditing Evaluation of adherence to external and internal authorities and enhance risk management and internal controls. Compliance Auditing includes compliance audits, internal control consultations and other audit engagements.	Compensation Supplies/Svcs Allocation Capital Grants **Total**	$151 $6 $0 $1 $0 **$158**	User Fees Other Govs In Recovery Property Tax **Total**	$0 $0 $0 $0158 **$158**	S M	I	1.25	• Compliance audits determine if the RoW is following specific laws, regulations and the control operations according to organizational policies or guidelines. • In 2014, Internal Audit conducted three compliance audits: Petty Cash Review, Purchase Card Review and Corporate Health and Safety's participation in the Ministry of Transportation's "Driver Certification Program." • Internal Audit also conducted an internal control consultation/review of the Region's inventory and Fleet inventory processes.
Value for Money Auditing Evaluation of the quality of management oversight of public funds and the achievement of stated objectives	Compensation Supplies/Svcs Allocation Capital Grants **Total**	$101 $135 $1 $1 $0 **$238**	User Fees Other Govs In Recovery Property Tax **Total**	$0 $0 $0 $238 **$238**	S M	I	.75	• Internal Audit conducts two reviews per year. In 2014, one review was conducted, due to Internal Audit being engaged by Regional Council to assist with the project management of the Service Review. • Transportation Operations Review was conducted in 2014. Many of the recommendations resulting from this review are focused on increasing efficiency, which is anticipated to result in time and money savings. • In 2014, Internal Audit was engaged in a pilot project to review three distinct processes using the Lean Methodology.

Strategic Communications

Program

Corporate

Department

CAO's Office

Service Type

Internal

Budget ($,000s)

Compensation	$545
Supplies & Services	$93
Grants & Pmts	$0
Capital	$5
Allocations	$13
Total Costs	**$656**
User Fees	$0
Other Gov	$0
Int Recoveries	$2
Property Taxes	$654
Total Revenues	**$656**
FTEs	$4.5

Service Description

An internal / enabling service offering support to the Corporation in terms of imparting information to the public and internally about the Region's business activities.

Performance

- PMG Intelligence annual Omnibus surveys show improvement in recognition of Regional services (e.g. recognition improved in transit, public health, infrastructure, airport, roads, water and social services between 2010 and 2012 by 5%).
- Corporate Communications have reduced newspaper advertising costs by 49% since 2008 by purchasing less traditional media and focusing on earned and social media, reducing radio and televisions costs by 85% over the same period
- The Region's social media presence has increased dramatically over the past three years; Redbrick Communications, ranked the Region number four across Ontario for most likes and followers on the Corporate Facebook and Twitter Accounts
- The Region's Corporate websites (7) have seen an increase in traffic since 2012 (i.e. 160,000 page views in Dec. 2012 vs. 190,000 page views in Dec. 2014).

FIR Comparison Corporate Management

Bar chart — Expenditure/Capita: Waterloo, York, Peel, Niagara, Halton, Durham

Rationale For Service Level Assessment & Service Type

Communications is an internal service to support service delivery throughout the Region, although it does have an External interface.
Media Relations, Public, Crisis, and Internal Communications are essential to successfully operating the Region
External Communications service level is at standard :
- Implemented recommendations contained in the 2010 External Communications Review. Council briefed on progress in 2012.
- Annual Communications Master Plan to reinforce and protect the Region's brand, and improve awareness of Region
Internal Communications service level is At Standard:
- Internal communications activities implement actions set out in the Corporate Communications annual work plan
- Actions determined by an employee survey to develop engaged employees
- Actions meet Strategic Plan objective to 'retain, recruit, and develop skilled, motivated, and citizen-centred employees.'
- Service levels are at standard and consistent with municipal best-practices.

Strategic Communications

Sub-Services							
Subservice Name & Description	**Costs ($000's)**		**Revenues ($000's)**		**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
Internal Communications Provision and coordination of internal communications that are related to overall corporate direction.	Compensation	$182	User Fees	$0	**S**	**I**	1.5	• Internal communications responsibilities include the creation and management of channels and tools to communicate with 3500 employees. This includes governance, upgrading, improving, and maintaining an employee portal (intranet). A printed employee newsletter is circulated three times a year. A communications matrix has been developed as a resource for staff listing the best and most efficient way to communicate with all staff. • Corporate Communications develops standards and manages AODA communication requirements for the Region. We provide leadership and guidelines to other communicators on a wide array of topics, are responsible for hosting professional development meetings with all communicators, and distribute a monthly e-newsletter (The Loop). • We support leadership in communications via: Employee Town Halls, events, campaigns and collateral. • Responsible for Accessibility for Ontarians with Disability Act (AODA) Information and Communications Standards.
	Supplies/Svcs	$9	Other Govs	$0				
	Allocation	$2	In Recovery	$1	**M**			
	Capital	$2	Property Tax	$194				
	Grants	$0						
	Total	**$195**	**Total**	**$195**				

Strategic Communications

Sub-Services						
Subservice Name & Description	**Costs ($000's)**	**Revenues ($000's)**	**Service Level & Source**	**Service Type**	**FTEs**	**Notes**
External Communications Provision and coordination of external communications that are related to overall corporate direction or are of a significant nature & impact to the general public	Compensation $363 Supplies/Svcs $84 Allocation $11 Capital $3 Grants $0 **Total $461**	User Fees $0 Other Govs $0 In Recovery $1 Property Tax $460 **Total $461**	S M	I / E	3.0	• External communications responsibilities include development and implementation of an overall Corporate Communications Strategy to increase awareness in Regional services that help inspire trust and confidence. • We manage the Region's overall brand and image by ensuring clear and consistent representation at all touch points. • We publish & distribute a newsletter 3 times annually (Region News). We develop and manage media relations and media purchases. We are responsible for governance and maintenance of the Corporate website. • We maintain Corporate social media accounts (Twitter, Facebook & YouTube) and provide crisis communications. • We provide resources, support, advice, guidelines and policies to areas.