Regional Municipality of Waterloo

Administration and Finance Committee

Agenda

Tuesday, November 4, 2014

Approximately 10:00 a.m. (Immediately following Community Services Committee)

Regional Council Chamber

150 Frederick Street, Kitchener

1. Declarations of Pecuniary Interest under “The Municipal Conflict of Interest Act”

2. Delegations

   Consent Agenda Items

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

3. Request to Remove Items from Consent Agenda

4. Motion to Approve Items or Receive for Information

   a) F-14-119, Quarterly Summary of Tenders/Quotes, Requests for Proposals and Consultant Selections Approved by the Chief Administrative Officer (Information) 1

   b) F-14-120, 2013 OMBI Performance Measurement Report (Information) 11
5. **Information/Correspondence**
   a) Council Enquiries and Requests for Information Tracking List

6. **Other Business**
   a) Change of Start Time for November 19, 2014 Council Meeting

7. **Next Meeting – To be Determined**

8. **Motion to Go Into Closed Session**

   That a closed meeting of the Administration and Finance Committee be held on Tuesday, November 4, 2014 immediately following the Administration and Finance Committee meeting in the Waterloo County Room in accordance with Section 239 of the “Municipal Act, 2001”, for the purposes of considering the following subject matters:

   a) receiving of legal advice that is subject to solicitor-client privilege related to a matter before an administrative tribunal
   b) labour relations regarding contract negotiations

9. **Adjourn**
Region of Waterloo
Finance Department
Procurement & Supply Services Division

To: Chair Tom Galloway and Members of the Administration and Finance Committee
Date: November 4, 2014 File Code: F18-01
Subject: Quarterly Summary of Tenders/Quotes, Requests for Proposals and Consultant Selections Approved by the Chief Administrative Officer

Recommendation:
For Information

Summary: Nil

Report:
The Region’s updated Purchasing By-law came into effect in July 2010. The by-law allows for the Chief Administrative Officer to award certain tenders/quotes, requests for proposals, and consultant proposals, as set out below:

1. Tenders are competitive bids which specify the scope of work and the terms under which the Region will contract for the goods and services. Administrative awards of tenders between $100,000 and $500,000 can occur if the following criteria are met: a minimum of three compliant bids are received, award to the lowest bidder, and the bid amount within budget.

2. Request for Proposals (RFP) are a formal document that seeks best value through competition. The RFP specifies in general terms what the Region wants but provides flexibility for respondents to propose a solution. RFPs include an evaluation criteria and scoring matrix. While price is part of the evaluation criteria and scoring, award is made to the vendor with the highest overall score. For RFPs between $100,000 and $500,000 the criteria to enable an administrative award are that the proposal is compliant, that it best meets the criteria as
established, that at least three compliant proposals are submitted, and price is within budget.

3. Consultant Proposals are a type of RFP with the commodity being consultant services. For consultant proposals between $100,000 and $300,000, the criteria to enable an administrative award are that the proposal is compliant, that it best meets the criteria as established, and the price is within budget.

This has resulted in a more efficient and timely procurement process. A summary report is submitted on a quarterly basis to the Administration and Finance Committee outlining all tenders/quotes, RFPs and consultant proposals approved by the Chief Administrative Officer. Appendices 1, 2 and 3 provide the details of the tender/quote, RFP awards and consultant selections made by the Chief Administrative Officer from July 1, 2014 to September 30, 2014.

Corporate Strategic Plan:

This report supports and meets the objective of Focus 5 Service Excellence to ensure Regional programs and services are efficient and effective and demonstrate accountability to the public.

Financial Implications: Nil

Other Department Consultations/Concurrence: Nil

Attachments:

Appendix 1 – C.A.O. Tender Awards

Appendix 2 – C.A.O. Proposal Awards

Appendix 3 – C.A.O. Consultant Awards

Prepared By: Michelle Palmer-Novakovic, Acting Manager, Procurement & Supply Services

Approved By: Craig Dyer, Chief Financial Officer
## Appendix 1 – CAO Tender Awards (July 1, 2014 to September 30, 2014)

<table>
<thead>
<tr>
<th>Tender Number &amp; Name</th>
<th>Description</th>
<th>List of Bidders (Successful Bidder Indicated in Bold)</th>
<th>Tender/Quote Price (Includes HST)</th>
<th>Budget</th>
<th>Net Cost of Award (Net of HST Rebate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>T2014-138 Leachate System Cleaning and Inspection, Waterloo and Cambridge Landfill Sites</td>
<td>To complete flushing, vacuuming and inspection of the leachate collection system piping and pump stations at the Waterloo and Cambridge Landfill sites for a three year period commencing July 16, 2014.</td>
<td><strong>Flow Kleen Technology Ltd.</strong>&lt;br&gt;Wessuc Inc.&lt;br&gt;Accuworx Inc.</td>
<td>$184,541.43&lt;br&gt;$224,343.42&lt;br&gt;$335,220.15</td>
<td>The 2014 approved Waste Management operating budget has an annual provision of $60,000 allocated for the inspection and cleaning of leachate system.</td>
<td>$55,395.00&lt;br&gt;Note* net cost shown is for 2014</td>
</tr>
<tr>
<td>T2014-147 Chipping / Grinding of Brush / Yard Waste at the Cambridge Landfill Site</td>
<td>To process brush / yard waste at the Cambridge Landfill Site for an 18 month period commencing July 16, 2014.</td>
<td><strong>Great Lakes Wood Products Inc.</strong>&lt;br&gt;Gro-Bark (Ontario) Ltd.&lt;br&gt;Try Recycling Inc.&lt;br&gt;Sittler Grinding Inc.</td>
<td>$432,112.00&lt;br&gt;$536,976.40&lt;br&gt;$538,422.40&lt;br&gt;$583,622.40</td>
<td>The 2014 approved Waste Management operating budget has an annual provision of $276,420 allocated for the processing of brush and yard waste. There are sufficient funds remaining to accommodate the 2014 net cost.</td>
<td>$131,109.00&lt;br&gt;Note* net cost shown is for 2014</td>
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<td>T2014-144</td>
<td>Aluminum Storefront Vestibule Replacement and Louver Mesh at 150 Main Street, Cambridge, ON</td>
<td><strong>Gateman-Milloy Inc.</strong> Alpeza General Contracting Dakon Contracting Ltd.</td>
<td>$136,492.70 $138,312.00 $215,265.00</td>
<td>The 2014 approved Facility Asset Renewal Capital program includes funding of $1,922,314 to undertake work at 150 Main Street. An amount of $130,000 was allocated for storefront upgrades.</td>
<td>$122,916.00</td>
</tr>
<tr>
<td>T2014-154</td>
<td>Bariatric Ambulance</td>
<td><strong>Crestline Coach Ltd.</strong> Demers Ambulances Malley Industries Inc.</td>
<td>$161,143.65 $168,347.40 $174,940.46</td>
<td>The 2014 approved Capital Plan for Emergency Vehicles / Ambulances includes $1,476,000 for replacement vehicles to be funded from Vehicle Reserve. An amount of $150,000 was allocated for this unit.</td>
<td>$145,115.00</td>
</tr>
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<td>T2014-146 Waterloo Regional Police Services Skylight and Curtain Wall Repair</td>
<td>To remove the window glazing units, repair seals, replace glazing and re-caulk.</td>
<td><strong>C3 Polymeric Ltd.</strong>&lt;br&gt;Alpeza General Contracting Inc.&lt;br&gt;Tritan Inc.</td>
<td>$338,819.20&lt;br&gt;$449,740.00&lt;br&gt;$538,106.00</td>
<td>The 2014 approved Waterloo Regional Police Services Capital program includes $668,000 for the renovations to headquarters and divisions. An amount of $350,000 was allocated for the skylight and curtain wall replacement.</td>
<td>$305,117.00</td>
</tr>
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| T2014-141            | To remove the damaged asphalt in the courtyard, install two (2) new catch basins and drainage pipes and replace asphalt. | Steed and Evans Ltd.  
Armstrong Paving and Materials Group Ltd.  
Capital Paving Inc.  
K-W Cornerstone Paving Ltd.  
Ekum-Sekum Inc. o/a Brantco Construction | $194,360.00  
$200,277.01  
$200,383.96  
$202,722.00  
$210,684.55 | The 2014 approved Facility Asset Renewal Capital program includes $1,860,000 for building renewal projects at the Regional Operations Centre. An amount of $435,000 was allocated for asphalt replacement work. | $175,028.00 |
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</table>
| Q2014-1122 New primary Clarifier Wiring and Conduit at the Galt Wastewater Treatment Plant (WWTP) in Cambridge, ON | To provide excavation and replacement of the buried wiring and conduits as well as other electrical improvements to comply with current electrical and safety codes at the Galt WWTP. | **Lexsan Electrical Inc.**  
**Selectra Inc.**  
**Procon Constructors Inc.** | $128,963.51  
$144,791.42  
$244,645.00 | The 2014 approved Wastewater Capital program includes funding of $2,536,000 for undertaking infrastructure upgrades at the Cambridge WWTP to be funded from the Wastewater Reserve Fund and the Development Charge Reserve Fund. An amount of $250,000 was allocated for clarifier upgrades. | $116,135.00 |
## Appendix 2 – CAO Request for Proposal Awards (July 1, 2014 to September 30, 2014)

<table>
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<tr>
<th>Proposal Number &amp; Name</th>
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<tbody>
<tr>
<td>P2014-22 Janitorial and Garbage Control at Various Waterloo Region Housing Buildings</td>
<td>To provide all labour, supplies and equipment to clean the interior of the buildings and to control the refuse in the garbage rooms and enclosures for 26 buildings for a two year period commencing November 1, 2014.</td>
<td>Precise Janitorial Services 1784631 Ontario Ltd. / LBJ Building Maintenance 2009 Sunshine Building Maintenance J.C. Commercial Cleaning Services  *Sunshine Building Maintenance opted to bid only two out of three zones</td>
<td>$368,506.56 $409,783.20 $357,252.20* $998,713.40</td>
<td>The approved 2014 Waterloo Region Housing operating budget includes $192,547 for janitorial and garbage control at the 26 housing locations. The budget is sufficient to cover the contract cost for 2 months in 2014. The 2015 operating budget will be developed accordingly.</td>
<td>$27,654.00 Note* net cost shown is for 2014.</td>
</tr>
</tbody>
</table>

Awarded to the supplier with the highest overall score
## Appendix 3 – CAO Request for Consultant Awards (July 1, 2014 to September 30, 2014)

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<tbody>
<tr>
<td>C2014-18 Hydrogeological Assessment of Production Wells K23 and K24</td>
<td>To increase understanding of the well field hydrogeological system, groundwater quality and sources as well as to evaluate risks, assess current nitrate concentrations and to recommend beneficial management practices, groundwater monitoring practices and provide data to update the numerical model.</td>
<td><strong>Golder Associates Ltd.</strong>&lt;br&gt;Stantec Consulting Ltd.&lt;br&gt;Wesa Inc.</td>
<td>$281,395.00</td>
<td>The 2014 approved Water Capital program includes a budget of $1,760,000 for source protection assessment. An amount of $425,000 was allocated for assessment of production wells.</td>
<td>$253,405.00</td>
</tr>
</tbody>
</table>

Note* Five proposals were received with the three highest scoring proposals short-listed and their price envelopes opened.

Awarded to the supplier with the highest overall score
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<tr>
<td>C2014-26 Service Review</td>
<td>To undertake a comprehensive service review of the Region of Waterloo’s operations, to identify opportunities to enhance efficiency and effectiveness in service delivery, and possible changes to services and service levels.</td>
<td><strong>KPMG LLP</strong>&lt;br&gt;Deloitte Inc.  &lt;br&gt;Note* Four proposals were received with the three highest scoring proposals interviewed. A second stage evaluation short-listed the proposals to two and their price envelopes opened.</td>
<td>$271,217.00</td>
<td>Funding for the project is from the 2014 and 2015 internal Audit operating budget and the Capital Levy Reserve Fund as set out in reports F-14-074/CA-14-006 and CA-14-011.</td>
<td>$268,663.00 including contingency</td>
</tr>
</tbody>
</table>

Awarded to the supplier with the highest overall score

*Note*
Region of Waterloo
Finance Department
Performance Measurement

To: Chair Tom Galloway and Members of the Administrative and Finance Committee

Date: November 4, 2014  File Code: A35-80

Subject: 2013 OMBI Performance Measurement Report

Recommendation:
For Information

Summary:
The Ontario Municipal Benchmarking Initiative (OMBI) is a co-operative of five upper tier municipalities and nine single tier cities committed to continuously improving the way services are delivered to citizens and promoting accountability and transparency of municipal results.

The “2013 OMBI Performance Measurement Report” is available electronically on November 3, 2014 at:


(A hard copy will also be available in the Councillors’ Library).

The report provides a general overview of OMBI, its members, and performance measurement findings for 2013. The Region of Waterloo is included in 28 of the 36 service area comparisons. Some of the services, such as Sports/Recreation, Fire and Parks are not delivered by the Region.

The OMBI performance measures include four types of indicators:

- Service level measures the volume of service delivered to residents. Results are often expressed on a per capita or common basis, such as the number of
units of service provided per 100,000 population. For example, average nightly number of emergency shelter beds available per 100,000 population.

- **Efficiency** measures the resources used in relation to the number of units of service provided. Results are in terms of cost per unit of service. For example, cost for winter maintenance of roadways per lane km maintained.

- **Customer service** measures the quality of service delivered relative to service standards or the customers’ expectations. For example, the percent of surveyed long-term care residents and/or their families who are satisfied with municipal long-term care services.

- **Community impact** measures the impact the program has on the area served. For example, the amount of residential waste diverted away from landfills through programs such as green bin, blue box, leaf and yard waste, municipal hazardous or special waste and other recyclable materials (electronics, appliances and tires).

Balancing efficiency and customer service/community impact is an ongoing challenge. Focusing on efficiency in isolation may have an adverse impact on customer service or community impact and vice versa. Regional staff continually strives to provide a balance between program efficiency and effectiveness (customer service and community impact).

Performance should be measured against peers as well as within the Region over time. Local factors may affect comparability, thus performance year over year is a good indicator of continuous improvement within an area.

**Report:**

**Results For 2013**

In general, 2013 OMBI measures and comparisons indicate that Regional programs are operating efficiently and effectively, with 79% of the Region’s service areas performing at or better than the OMBI median.

A synopsis of the 2013 results for the Region is attached as Appendix “A.” Staff has interpreted the results in each area, comparing the Region’s performance with the OMBI median and the Region’s own historical performance over time.

**Use of Performance Measures**

OMBI and other performance measurement results are used by Regional staff in a variety of ways, including ongoing performance improvement efforts and in forwarding recommendations to Committee and Council. In particular, performance measurements
are commonly cited in reports to Committee to help describe the services being discussed. Performance measures continue to be integrated into budget issue papers to better quantify service needs. For example, the low number of regulated child care spaces in the Region compared to other municipalities prompted staff to identify the need for access to additional regulated spaces through an expanded Home Child Care program in the 2014 Budget. The Internal Audit function and the Corporate Leadership Team refer to performance measurements when identifying possible service areas for program reviews.

Generally speaking, measuring performance helps the Region identify the value that is obtained from the investment of public funds, opportunities to improve service delivery, and best practices. Users of performance measurement strive to improve program effectiveness and efficiency, as well add transparency to program delivery.

**Corporate Strategic Plan:**

The implementation of the OMBI Performance Measurement program supports Focus Area 5 Service Excellence of the Corporate Strategic Plan to deliver excellent and responsive services that inspire public trust. More specifically, action 5.2.1 addresses the development of service standards and performance targets and initiate improvement plans in selected departments while action 5.3.2 involves the further integration of performance measurement into Regional Programs.

**Financial Implications:**

As this report deals with performance measurement results of prior years, there are no direct financial implications arising from this report. However, performance measurement results are utilized as part of the Region’s service review program, budget process and continuous improvement initiatives.

**Other Department Consultations/Concurrence:**

Information for the OMBI performance measures is collected from all departments in the Region. Staff from all Regional departments were involved with the development of the relevant sections in the OMBI Performance Measurement Report and assisted with the commentary included in Appendix A.

**Attachments:**

Appendix A – Synopsis of Region of Waterloo’s 2013 Performance Measures

**Prepared By:** Chris Wilson, Financial Analyst, Budgets & Performance Measurement

**Approved By:** Craig Dyer, Chief Financial Officer
Appendix “A”

Synopsis of the Region of Waterloo’s 2013 Performance Measures

Accounts Payable (page 1)

The Region’s cost per invoice processed was the lowest amongst all municipalities for 2013, and the number of invoices processed by each accounts payable staff member was well above the median. The Region also had the highest percent of invoices paid within 30 days. These results are similar to 2011 and 2012, indicating that the Region’s accounts payable function is very efficient.

Child Care (page 17)

Waterloo Region had the fewest regulated spaces per capita in each of the last three years although this ratio has increased in both 2012 and 2013. One factor contributing to the low number of regulated spaces is that only licensed spaces under the Day Nurseries Act are counted. With the implementation of full day kindergarten and the availability of school board operated before and after school programs, there has been a significant increase in these spaces in the Region, which are regulated under the Education Act and not the Day Nurseries Act, and therefore are not reflected in the OMBI data. The percentage of child care spaces that are subsidized in the Region has decreased from 2013 to 2012, but remains above the median. The total investment (provincial and municipal spending) per child in the Region increased slightly in 2013 over 2012, but remains below the median. The cost of a subsidized child care space remains below the median. The Region of Waterloo directly operates child care programs and subsidizes child care spaces operated by community partners.

Clerks (page 23)

The number of formal Freedom of Information requests (MFIPPA) received per 100,000 population in 2013 was lower than in 2012 and was well below the median. Staff interprets this result as positive and due to the Region’s transparent and inclusive communication policies and procedures. The cost per formal request increased due to the complexity of requests received. The majority of all such requests were handled within legislated timelines.

Emergency Hostels (page 33)

The supply of Emergency Hostel beds was below the median amount of beds per capita, although there was a slight increase in 2013 from 2012 (due to including data from a shelter that had previously been excluded). The demand for available beds increased in 2013 with an occupancy rate of 120%, which is above the median. The use of overflow spaces both internally and in motels accounts for this ability to exceed
service capacity. Service delivery remained relatively efficient, as the cost per shelter bed was below the median cost. The Region saw a higher average length of stay (ALOS) than the median for the adult and child count, and the families count, while the singles count was just below the median.

Emergency Medical Services (EMS) (page 39)

The number of calls responded to by EMS providers per capita in 2013 decreased marginally from 2012 levels and remained well below the median. The number of hours of ambulance service provided in the community in 2013 per capita was also well below the median but increased from 2012 levels. The total cost to provide one hour of ambulance service was slightly higher than the median. Percent ambulance time lost to hospital turnaround has decreased in each of the last two years, but remains above the median. Response times for CTAS (Canadian Triage & Acuity Scale) 1 exceeded the Region’s target for 2013 while the response times for sudden cardiac arrest were below the target.

Facilities (page 47)

The Region reported the lowest energy consumption (electricity and natural gas usage) for a headquarter building per square foot of all reporting municipalities. The Region was below the median in terms of the cost to maintain a municipal headquarters building on a per square foot basis.

Fleet (page 59)

Although the Region’s hourly charge-out rate for vehicle repairs was above the median, Fleet Services had the third lowest operating cost per vehicle km, indicating the service is efficient and effective overall.

General Government (page 65)

General Government cost (governance and corporate management) at the Region as a percentage of total operating costs decreased in 2013 from 2012 and was below the median for upper-tier governments. General Government expenses grew less than the overall expenditure for Regional services. General Government is comprised of Council, the Clerk’s office, CAO’s office, a portion of Finance, Human Resources, Communications, and Facilities Services.

General Revenue (page 67)

The percent of all revenues billed in 2013 decreased from 2012 and was at the median percentage. The Region performed very well when compared to the median in terms of operating cost to process and collect invoices and the average collection period, with both of these measures decreasing over the prior two years.
Human Resources (page 73)

The Region’s Human Resources administration operating cost per T4 supported decreased in 2013 compared to 2012 and was slightly above the median. The Region’s overall permanent employee turnover rate was higher in 2013 than in 2011 and 2012 primarily due to an increase in the number of retirements, and is slightly above the median turnover rate.

Information Technology (page 77)

Of the upper-tier municipalities, the Region has the highest number of visits to municipal websites per capita. The average number of technology devices in use per municipal FTE decreased slightly from 2012 to 2013, but remains above the median. The Region has the lowest total cost for information technology services amongst the upper-tier municipalities, and the fourth lowest amongst all municipalities. These costs include operating costs plus amortization but exclude annual capital investment related to IT assets.

Investment Management (page 81)

The investment yield on the internally managed portfolio was lower in 2013 than in 2012, a trend consistent amongst the majority of municipalities; however the yield remains well above the median. The investment yield on the externally managed portfolio for 2013 decreased slightly from 2012 levels and was below the median. The externally managed portfolio is generally less than 0.5% of the overall portfolio. The rate of return on the total investment portfolio for 2013 is above the median, as it has been for both 2011 and 2012.

Legal (page 85)

In-house legal operating costs relative to overall municipal spending increased slightly in 2013 from 2012, but remains well below the median. Costs for an hour of in-house legal service has remained constant over the past three years and is below the median costs. The Region’s proportion of external legal costs to total legal costs is below the median for 2013.

Libraries (page 89)

The Region of Waterloo's library system consists of 10 small branches in the four townships. The cities in the Region maintain their own library services. The usage per capita was less than the median, likely due to the smaller size of the Region libraries relative to the other OMBI municipalities. Total library usage per capita decreased slightly from 2012 to 2013, and usage continued to shift from non-electronic to electronic usage. The Region’s Library Services provided more holdings per capita than the median. The cost for each library use increased from 2012 to 2013 and was...
above the median. The average number of times each item is borrowed from a library decreased in 2013 from 2012 and was below the median.

**Licensing (page 95)**

The number of licenses issued by the Region was the lowest of all OMBI municipalities as the Region only issues taxi licenses; however the number of licences issued increased in 2013 from 2012. The cost per licence issued decreased in 2013 and was below the median.

**Long-Term Care (page 99)**

Access to Long Term Care (LTC) services, defined as all LTC beds in the Region available as a percentage of population 75 or over, decreased from 2012 to 2013 and was below the median rate. The number of municipal bed days available for citizens 75 years of age or over was below the median amount, but the median is impacted by the inclusion of northern comparators which are considered primary LTC bed providers. In contrast, there are many private providers in Waterloo Region. The Region’s cost to provide a LTC bed day increased in 2013 and was above the median. LTC resident satisfaction increased from 93% in 2012 to 96% in 2013 and was at the median.

**Payroll (page 117)**

The number of payroll direct deposits and cheques processed per Finance Payroll FTE increased in 2013 from 2012 and was above the median. The Region uses direct deposit as a payment form for the vast majority of its employee payments. The operating cost to process a payroll direct deposit was slightly above the median cost for 2013.

**Planning (page 121)**

The total cost of planning services per resident decreased from 2012 to 2013 and was above the median. The amount spent on planning-related activities and application processing can vary significantly from municipality to municipality based on the types of development applications. This reflects the different organizational structures and priorities established by local Councils.

**Provincial Offences Court (POA) / Court Services (page 125)**

The Region had the second lowest number of charges filed per capita in 2013 amongst all the municipalities. The number of charges filed per Court Administration Clerk and the total cost of POA services per charge filed were both slightly below the median. The Region’s fine collection rate increased from 44% in 2012 to 57% in 2013 and was the highest amongst all municipalities.
Purchasing (page 141)

The percent of goods and services purchased through a procurement process increased from 38% in 2012 to 47% for 2013 which is still below the median. The average number of bids received per bid call increased from 4.3 in 2012 to 5.4 in 2013 which is above the median value. The centralized purchasing operating cost per $1,000 of goods and services purchased decreased from 2012 to 2013 and was below the median.

Roads (page 147)

The Region’s volume of traffic, measured by vehicle KM travelled per lane KM on major roads, was at the median, little changed from the prior year. Overall road and bridge conditions in 2013 were similar to 2011 and 2012, and were both equal to the median. The cost to maintain roads per lane KM was at the median for upper tier municipalities, while the cost to maintain one KM of paved road was slightly above the median for upper tier municipalities in 2013.

Social Assistance (page 155)

The time to determine client eligibility was slightly more than the median in 2013. The number of households receiving social assistance in 2013 was below the median and was lower than in both 2011 and 2012. Clients in the Region were below the median for length of time for receiving social assistance, but the average time has increased over the past two years. The total monthly cost per case was slightly below the median; however delivery continued to be efficient. More program dollars reached the service recipients and less was spent on administration than the median.

Social Housing (Community Housing) (page 163)

The number of housing units per thousand households was slightly below the median and the percent of the waiting list housed was at the median. The cost to provide a community housing unit was marginally higher than the median. In 2013 the cost per unit increased slightly from the 2012 levels for the Region. The cost to provide a community housing unit includes one-time grants.

Transit (page 179)

The number of regular service passenger trips per capita was 50.5 for 2013 which is above the median value. The number of hours public transit vehicles are in service per capita has increased over the past two years and is slightly above the median for 2013. The total cost to operate a transit vehicle for each hour the vehicle is in service for the Region was at the median in 2013. The revenue to cost ratio is below the median but has increased over the past two years.
Waste Management (page 185)

The tonnage of residential waste diverted away from the landfill was above the median and improved year over year, with over half of all solid waste being diverted from landfill. The cost of diversion remained below the median cost; however it increased from 2012 to 2013. The cost to divert waste is significantly impacted year over year by the revenue received from the sale of recyclable material due to fluctuating market prices. The tonnage of waste collected per household has remained constant over the past three years and for 2013 equalled the median. Collection costs per tonne for 2013 decreased from 2012 but are slightly above the median given the level of curbside service provided. The tonnes per household disposed of at landfill remained below median while the cost to dispose of a tonne of waste decreased significantly in 2013 due to recognition of one time additional post-closure liabilities in 2012. The cost per tonne has also been impacted by the declining commercial tonnage received at landfill.

Wastewater (page 193)

The amount of wastewater treated per capita for 2013 increased from levels in 2011 and 2012. The cost of wastewater collection and conveyance in 2013 increased from 2012 while the cost of treatment and disposal of wastewater per mega litre decreased from 2012. The total cost for the treatment/disposal and collection/conveyance per mega litre is below the median for two-tier systems.

Water (page 201)

The amount of water treated per capita decreased slightly from 2012 to 2013, representing normal variations in seasonal weather patterns. The cost of treatment in 2013 is similar to the past 2 years, with expenses slightly higher in 2013 than the previous 2 years. The Region of Waterloo relies on a complex network of groundwater wells and intricate river water sourcing, while many OMBI municipalities are adjacent to large lakes which provide relatively inexpensive water sources.
Region of Waterloo

Finance Department

Financial Services Division

To: Chair Tom Galloway and Members of the Administration and Finance Committee

Date: November 4, 2014  File Code: F11-30


Recommendation:

For Information

Summary: Nil

Report:

Regional Council has passed the Financial Management By-law (By-law 05-008) to establish the financial management framework for the Region. The By-law requires that a report to Administration and Finance Committee be prepared periodically on the Budget to Actual variances in appropriations under the Operating Budget. This report covers the nine months ended September 30, 2014. Projections to the end of December 2014 are also reported.

This report was prepared using the Region’s organizational structure that was in place in September 2014.

Tax Supported Operating Budget

For the first nine months of 2014, the Region is posting a surplus of $437,000 compared to the Region’s net budgeted expenditures of $296 million (all figures exclude Waterloo Regional Police Services). This is essentially a break even position for the Region.
Appendix One includes the net budget, net actual, and variance information for the 2014 Operating Budget appropriations. The net of all operating budget appropriations is recovered through tax revenue.

Program Variances

The variances reported in Appendix One under the “Variance” column present the actual results for the Region. Further detail on significant variances is provided in the following notes:

Note 1 – Human Resources

Human Resources will be overspent due to legal fees being greater than budget primarily due to legal challenges relating to the Carpenter’s certification and human rights challenges.

Note 2 - Corporate Resources

Corporate Resources underspending is mainly due to lower utility costs at the Chandler Drive and Strasburg Road GRT facilities, lower debenture servicing costs than budgeted and lower facilities maintenance staff costs required during the renovation of 20 Weber Street in Kitchener.

Note 3 - Provincial Offences

POA revenues are $580,000 under budget due to a continuing decline in tickets issued, the early court resolution process which can result in decreased fine amounts and a higher number of defaults arising from offenders’ inability to pay. Red Light Camera (RLC) Revenues are $600,000 lower than budget as a result of non-operational cameras due to extreme winter weather conditions and construction. Public awareness of camera locations is also a contributing factor to the reduced RLC revenues. Minor underspending is estimated in bank service charges, POA ticket costs, interpreters’ fees and data processing fees. By year end the projected deficit is expected to be $1.4 million.

Note 4 – Housing

The Housing Budget has a surplus of $0.74 million as at September 30. The majority of this surplus is due to higher than expected rental revenues of $0.64 million for Waterloo Region Housing (WRH). The rent supplement program has a surplus of $0.24 million due to slower than expected take-up on supportive units. Non-Profit/Cooperative housing subsidies are over budget by $0.28 million due to lower one-time recovery of subsidies from housing providers with respect to year end settlements.
Note 5 – Waste Management

Waste Management is projected to be on target at year end with higher than budgeted revenues of ($0.30 million) being offset by operating expenses being above budget by $0.37 million. Revenues are greater than budget due to one-time disposal fees, partially offset by lower than budgeted landfill gas royalties, and yard waste/organics revenues. Revenue from commercial tipping fees and recycling revenues is anticipated to be on target by year end. Operating expenses are above budget due to higher than budgeted yard waste collection and processing due to increased tonnage, as well as higher maintenance costs related to the landfill environmental control systems.

Note 6 – Grand River Transit (GRT)

The year to date operating deficit in GRT is primarily related to a shortfall in ridership revenue. GRT fare revenue is 3.9% below 2014 budgeted levels. During the year it can be difficult to anticipate seasonal impacts on ridership revenue so it may not be appropriate to project this trend to year end. Transit planning staff monitors route performance and ridership revenue on a monthly basis. This revenue shortfall has been partially offset by savings in fuel costs which are currently underspent by 4.4% to September 30.

Note 7 – Transportation

Year to date costs related to regional road maintenance operations are approximately $1.66 million over budget due to winter control costs incurred in January to March. The year end projection of a $1.1 million deficit is highly dependant on weather conditions in November and December.

Note 8 – Airport

Airport revenues are higher than budgeted, however, winter maintenance staff and temporary staff were needed for a longer period, increasing salary expenses. In addition, electricity expenditures are higher than budgeted and Facilities staff has completed extra work increasing the actual and projected expenses.

Note 9 – Children’s Services

Payments for child care services are under budget to date and are projected to be under budget at year end. The average number of children in care to July was 2,900, vs a budgeted average of 3,050.
Note 10 – Income Support Programs, Benefits and Social Assistance, and Transfer from Tax Stabilization Reserve Fund

September’s OW caseload was 8,283 – a decrease of 148 cases over the previous month and a decline of 140 cases over the prior year. The year to date average caseload of 8,504 cases is 96 cases lower than the budgeted average caseload (8,600 cases). The year to date average cost per case for allowances is $644.93; $19.37 higher than the budgeted cost per case. Any over expenditure in these programs will be offset by a larger draw from the Tax Stabilization Reserve Fund.

Note 11 – Emergency Medical Services

As previously reported, provincial funding received for 2014 exceeded the approved budget by $313,000. Partially offsetting this surplus are higher costs related to fuel and vehicle maintenance. The 2015 Operating budget has been adjusted to reflect the increased provincial funding.

Note 12 – Supplementary Taxes

The outcome of the third and final supplementary tax run, scheduled for the end of October, as well as tax write-offs and adjustments to be processed over the next few weeks will determine the extent of any surplus related to net supplementary taxes. Data from Municipal Property Assessment Corporation (MPAC) reports and preliminary information from area municipalities currently indicate the Region’s share of net supplementary taxes would be $5.4 million for the year which exceeds the budget by $1.6 million.

Note 13 – Police

Net actual expenditures for Police Services are reported as equal to budget as the Police Services Board reviews the actual and budget financial information independently. Attached to this report as Appendix Three is a budget/actual report to the end of September which will be considered by the Police Services Board on November 5, 2014.

Note 14 – Payments in Lieu

Payments in lieu (PIL) of taxes will not be finalized until the year end process. At this time, PILs are expected to exceed budget due to increased enrolments in local universities and colleges and the addition of the new consolidated courthouse to the PIL tax roll for a full year.
User Rate Operating Budgets

A summary of the revenues, expenditures and contributions to the reserve funds for the water and wastewater treatment budget is presented in Appendix One.

Note 15 – Water Supply

Water user rate revenue is tracking close to budget. As of the end of September, flows are estimated at 3% higher than expected which results in a projected revenue surplus of $1.7 million. The variance in water supply user rate expenditures is due to higher than anticipated Regional Development Charge (RDC) exemption financing of $1.2 million which is partially offset by a delay in SCADA upgrades and lower than anticipated utility charges.

Note 16 – Waste Water Treatment

The Wastewater Treatment user rate revenue is also tracking close to budget. As of the end of September, flows are estimated at 2% greater than expected which could result in an overall projected revenue surplus of approximately $0.7 million.

The variance in wastewater expenditures is due to higher than anticipated RDC exemption financing but is offset by lower than anticipated sludge disposal charges and chemical costs.

Budget Amendments

Regional Council adopted the 2014 Tax Supported Operating and Capital Budgets at its meeting of January 15, 2014. Appendix Two lists amendments to the 2014 Budget that have been approved to date by Regional Council.

Corporate Strategic Plan:

The Periodic Financial Report ensures Regional programs and services are efficient and demonstrate accountability to the public.

Financial Implications:

To the end of September, the Region has operated at a break even position, posting a surplus of $437,000. Based on estimates to year end, which are subject to change, a surplus of $536,000 is forecast.

Staff continues to monitor the Region’s financial position.
Other Department Consultations/Concurrence:

All departments reviewed the financial information for the reporting period and provided input to Finance for inclusion in this report.

Attachments:

Appendix One – Periodic Financial Report

Appendix Two – 2014 Operating Budget Amendments

Appendix Three – Waterloo Regional Police Services Board - Expenditure and Revenue Report for the Nine Months ended September 30, 2014

Prepared By: Lee Parent, Manager of Financial Services

Approved By: Craig Dyer, Chief Financial Officer
The Regional Municipality of Waterloo  
Periodic Financial Report  
To September 30, 2014

<table>
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<tr>
<th>Property Tax Supported Budgets</th>
<th>Budget</th>
<th>Actual</th>
<th>Variance</th>
<th>Budget</th>
<th>Estimate</th>
<th>Variance</th>
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<td>Other Appropriations</td>
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<td>Tax Revenue</td>
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To September 30, 2014 Year End Projection

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<th>Tax Revenue $ in 000’s</th>
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<td>$430,812</td>
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<td>$436,605</td>
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<td>$437,044</td>
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Appendix One

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The Regional Municipality of Waterloo
Periodic Financial Report

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<th>To September 30, 2014</th>
<th>Year End Projection</th>
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<td><strong>Waste Water Treatment</strong></td>
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15
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## The Regional Municipality of Waterloo
### 2014 Budget Amendments

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<td>26-Feb</td>
<td>Youth Employment Services</td>
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<td>9-April</td>
<td>Immigration Partnership Council</td>
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<td>4-June</td>
<td>Local Immigration Partnership</td>
<td>$24,150</td>
<td>Private Grant</td>
</tr>
<tr>
<td>20-August</td>
<td>Immigration Partnership</td>
<td>$34,444</td>
<td>Provincial Subsidy</td>
</tr>
<tr>
<td>9-September</td>
<td>Children’s Planning Table</td>
<td>$95,097</td>
<td>Private Grant</td>
</tr>
<tr>
<td>17-October</td>
<td>Implementation of Canada – Ontario Job Grant</td>
<td>$17,686</td>
<td>Provincial Grant</td>
</tr>
<tr>
<td><strong>Capital Budget</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7-May</td>
<td>Fleet Services Program Review</td>
<td>$200,000</td>
<td>Equipment Reserves</td>
</tr>
<tr>
<td>25-June</td>
<td>Regional Service Review</td>
<td>$500,000</td>
<td>Internal Audit Budget and Capital Levy Reserve Fund</td>
</tr>
<tr>
<td>25-June</td>
<td>Revised 2014 Transportation Base and System Expansion Capital Budgets</td>
<td>($7.925 million)</td>
<td>Development Charges, Roads Capital Levy Reserve &amp; Roads Rehabilitation Reserve</td>
</tr>
</tbody>
</table>
To: The Chair and Members of the Waterloo Regional Police Services Board

Date: November 5, 2014

Subject: Expenditure and Revenue Report For The Nine Months Ended September 30, 2014

Recommendation:
For Information

Summary:
This report provides the Board with a statement of expenditure and revenue for the nine months ended September 30, 2014 as compared to the approved 2014 budget.

Report:
Attached to this report is a statement of expenditure and revenue for Police Services for the nine months ended September 30, 2014 being 75.0% of the budget year. Total expenditures for the nine months ended are $110,861,868 or 72.8% of the approved budget while revenues are $8,959,073 or 77.8%. Total net expenditures to the end of September were 101,902,795 or 72.4%. The nine month position for Police Services was a net surplus of $3,776,753 or 2.7% of the approved net levy. This amount is comprised of a year to date surplus of $3,463,908 in operating expenditures and a year to date surplus of $312,845 in revenue.

Schedule 1 compares the actual expenditures and revenue for 2014 to the approved 2014 budget while Schedule 2 provides details of the revenue amounts received and accrued to date.

The following comments address expenditures and revenue variances of plus or minus $100,000 for 2014.
Staffing Costs

Since staffing costs, as an aggregate, account for 85% of gross operating expenditures for Police Services, a summary of staff complement at September 27, 2014 is shown below:

<table>
<thead>
<tr>
<th></th>
<th>September 27, 2014</th>
<th>2014 Authorized</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uniform</td>
<td>773</td>
<td>762</td>
<td>11**</td>
</tr>
<tr>
<td>Civilian</td>
<td>312</td>
<td>319</td>
<td>(7)**</td>
</tr>
<tr>
<td>Total</td>
<td>1,085</td>
<td>1,081</td>
<td>4</td>
</tr>
</tbody>
</table>

** Uniform strength is approved to exceed authorized complement by a total of 14. Of these 14, seven are supported from secondment funding, and seven through recoverable grant funding agreements. Taking these into consideration, Uniform strength nets to being three under strength as at September 27, 2014. The Civilian variance of seven is due to the timing difference in the replacement process of vacancies created by retirements and resignations. As a point of reference, the negative Civilian staffing variance at April 30th was 13.

Salaries, wages and benefits are lower than the year to date budget by a net of $3,405,531 or 3.5%. The under expenditure is attributed to a combination of the noted Uniform and Civilian staff vacancies, continued maternity / parental leave savings and lower than expected costs for group medical and dental benefits.

Other Allowances & Benefits

Actual expenditures exceed budget by $364,055 due to the greater than anticipated number of retirements that were eligible for the grandfathered contractual payout of accumulated sick leave.

Materials & Supplies

The current under expenditure of $327,151 or 15.0% of the year to date budget is due specifically to the timing of uniform and clothing replacements, firearm and arsenal supply deliveries, and fuel charges being less than budgeted year to date.

Maintenance & Repairs

The underspending of $247,765 or 18.7% of budget is directly related to the timing of general building, equipment and grounds maintenance which is traditionally performed in the shoulder seasons.
Vehicles

Actual expenditures exceed budget by $283,669 year to date due to the planned second quarter receipt of replacement pursuit rated vehicles to be put into service by mid-summer with e-ticketing capabilities.

Services

Year to date Services are over spent by $147,852 due to the recording of HUB project expenditures of $95,634 that are offset by grant funds reflected in revenues. In addition, there is an unbudgeted cost of building security at Headquarters pending the outcome of a facilities security audit.

Fees

Fees are under spent by $212,393 due to the annual timing of license and communication fees to be renewed, as well as year to date costs attributed to consulting fee being less than anticipated.

Interdepartmental Charges From

The charges to date for Regional Services are over spent by $315,120 specifically for fleet maintenance services, inclusive of installation fees for e-ticketing printers that are partially recoverable and to be reconciled in the last quarter of 2014. Fleet maintenance for three Auxiliary support vehicles had not been budgeted for 2014. This will be corrected as part of the 2015 budget.

Revenues

Revenue exceeds year to date budget by $312,845 predominately due to the Sale of Police Services exceeding budget expectations by $99,821, in addition to the receipt of unbudgeted grant monies, and special project recoveries.

Strategic Business Plan:

To ensure short and long-term financial management is aligned with a vision of responsible spending and accountability.

Financial Implications:

While this report gives a positive financial position of the Police Service's budget as compared to the approved budget as at September 30, 2014, it is still too early in the year to project a monetary year end position, however a surplus is expected. Currently net expenditures incurred and accrued to September 30, 2014 are $3,776,753 less than the year to date budget. Financial Management staff will continue to monitor the
Service’s financial position as the year progresses.

**Attachments:**

Schedule 1 – Statement of Expenditure and Revenue for the nine months ended September 30, 2014.

Schedule 2 – Statement of Revenue for the nine months ended September 30, 2014.

**Prepared By:** Joseph A. Steiner, Director of Finance

Susan Wilson, Finance Manager

**Approved By:** Bryan Larkin, Chief of Police
## WATERLOO REGIONAL POLICE SERVICE

### STATEMENT OF EXPENDITURE AND REVENUE

For the period ending September 30, 2014

<table>
<thead>
<tr>
<th></th>
<th>2014 YTD</th>
<th>2014 YTD</th>
<th>Variance (over) / under</th>
<th>2014 Annual</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EXPENDITURES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>75,177,520</td>
<td>77,498,802</td>
<td>2,321,282 3.0%</td>
<td>103,331,745</td>
</tr>
<tr>
<td>Benefits</td>
<td>18,837,595</td>
<td>19,721,844</td>
<td>1,084,249 5.5%</td>
<td>26,295,641</td>
</tr>
<tr>
<td>Staffing Costs</td>
<td>93,815,115</td>
<td>97,220,646</td>
<td>3,405,531 3.5%</td>
<td>129,627,386</td>
</tr>
<tr>
<td>Other Allow &amp; Benefits</td>
<td>1,457,276</td>
<td>1,093,221 (364,055) (33.3%)</td>
<td>1,457,475</td>
<td></td>
</tr>
<tr>
<td>Office Supplies</td>
<td>91,110</td>
<td>148,788 57,678 38.8%</td>
<td>198,375</td>
<td></td>
</tr>
<tr>
<td>Materials &amp; Supplies</td>
<td>1,847,681</td>
<td>2,174,832 327,151 15.0%</td>
<td>2,899,649</td>
<td></td>
</tr>
<tr>
<td>Maintenance &amp; Repairs</td>
<td>1,075,793</td>
<td>1,323,558 247,765 18.7%</td>
<td>1,764,657</td>
<td></td>
</tr>
<tr>
<td>Vehicles</td>
<td>1,896,820</td>
<td>1,613,151 (283,669) (17.6%)</td>
<td>2,150,863</td>
<td></td>
</tr>
<tr>
<td>Small Equipment</td>
<td>1,014,126</td>
<td>1,078,803 64,677 6.0%</td>
<td>1,438,327</td>
<td></td>
</tr>
<tr>
<td>Services</td>
<td>678,816</td>
<td>530,964 (147,852) (27.8%)</td>
<td>707,925</td>
<td></td>
</tr>
<tr>
<td>Fees</td>
<td>628,540</td>
<td>840,933 212,393 25.3%</td>
<td>1,121,234</td>
<td></td>
</tr>
<tr>
<td>Rents</td>
<td>600,540</td>
<td>690,075 89,535 13.0%</td>
<td>920,050</td>
<td></td>
</tr>
<tr>
<td>Financial Expenses</td>
<td>3,180,483</td>
<td>3,177,459 (3,024) (0.1%)</td>
<td>4,236,617</td>
<td></td>
</tr>
<tr>
<td>Communication Costs</td>
<td>1,073,094</td>
<td>1,166,382 93,288 8.0%</td>
<td>1,555,156</td>
<td></td>
</tr>
<tr>
<td>Meetings &amp; Travel</td>
<td>216,976</td>
<td>296,586 79,610 26.8%</td>
<td>395,375</td>
<td></td>
</tr>
<tr>
<td>Interdept'l Charges From</td>
<td>2,745,660</td>
<td>2,430,540 (315,120) (13.0%)</td>
<td>3,240,718</td>
<td></td>
</tr>
<tr>
<td>Interfund Trfs (Insurance)</td>
<td>539,838</td>
<td>539,838 0 0.0%</td>
<td>719,812</td>
<td></td>
</tr>
<tr>
<td>Other Operating</td>
<td>17,046,753</td>
<td>17,105,130 58,377 0.3%</td>
<td>22,806,233</td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>110,861,868</td>
<td>114,325,776</td>
<td>3,463,908 3.0%</td>
<td>152,433,619</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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<th>2014 YTD</th>
<th>Variance (over) / under</th>
<th>2014 Annual</th>
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<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Police Revenue</td>
<td>2,433,374</td>
<td>2,295,009</td>
<td>138,365 6.0%</td>
<td>3,060,021</td>
</tr>
<tr>
<td>CPP/Ministry Grants</td>
<td>2,899,467</td>
<td>2,794,050</td>
<td>105,417 3.8%</td>
<td>3,725,400</td>
</tr>
<tr>
<td>Victim Services Program</td>
<td>84,978</td>
<td>84,978</td>
<td>0 0.0%</td>
<td>113,307</td>
</tr>
<tr>
<td>Court Security Upload Funding</td>
<td>1,268,505</td>
<td>1,268,505</td>
<td>0 0.0%</td>
<td>1,691,336</td>
</tr>
<tr>
<td>PRIDE Revenue</td>
<td>988,735</td>
<td>1,031,742 (43,007) (4.2%)</td>
<td>1,375,646</td>
<td></td>
</tr>
<tr>
<td>Miscellaneous Revenue</td>
<td>1,274,860</td>
<td>1,171,944</td>
<td>102,916 8.8%</td>
<td>1,562,582</td>
</tr>
<tr>
<td>Contributions from Other Funds</td>
<td>9,154</td>
<td>0 9,154 0.0%</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>8,959,073</td>
<td>8,646,228</td>
<td>312,845 3.6%</td>
<td>11,528,292</td>
</tr>
</tbody>
</table>

|                     |          |          |                         |             |
| **NET LEVY**        | 101,902,795| 105,679,548| 3,776,753 3.6%          | 140,905,327 |
WATERLOO REGIONAL POLICE SERVICE

STATEMENT OF REVENUE DETAILS

For the period ending September 30, 2014

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Actuals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>REVENUES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FOI Fees</td>
<td>37,036</td>
<td>0</td>
<td>37,036</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>Sale of Police Reports</td>
<td>602,757</td>
<td>619,137</td>
<td>(16,380)</td>
<td>(2.6%)</td>
<td>825,514</td>
</tr>
<tr>
<td>Alarm Revenue</td>
<td>406,852</td>
<td>412,497</td>
<td>(5,645)</td>
<td>(1.4%)</td>
<td>550,000</td>
</tr>
<tr>
<td>Fingerprint &amp; Photo Services</td>
<td>77,795</td>
<td>3,375</td>
<td>74,420</td>
<td>2,205.0%</td>
<td>4,500</td>
</tr>
<tr>
<td>Reclaimed Witness Fees</td>
<td>331</td>
<td>3,753</td>
<td>(3,422)</td>
<td>(91.2%)</td>
<td>5,000</td>
</tr>
<tr>
<td>Sale of Police Services</td>
<td>791,219</td>
<td>691,398</td>
<td>99,821</td>
<td>14.4%</td>
<td>921,867</td>
</tr>
<tr>
<td>Reclaimed Costs Prisoners</td>
<td>17,087</td>
<td>22,500</td>
<td>(5,413)</td>
<td>(24.1%)</td>
<td>30,000</td>
</tr>
<tr>
<td>Police Miscellaneous</td>
<td>143,076</td>
<td>82,602</td>
<td>60,474</td>
<td>73.2%</td>
<td>110,140</td>
</tr>
<tr>
<td>Reporting Centre Reports</td>
<td>329,662</td>
<td>356,247</td>
<td>(26,585)</td>
<td>(7.5%)</td>
<td>475,000</td>
</tr>
<tr>
<td>Wide Load Escorts</td>
<td>960</td>
<td>5,625</td>
<td>(4,665)</td>
<td>(82.9%)</td>
<td>7,500</td>
</tr>
<tr>
<td>Donations</td>
<td>2,119</td>
<td>0</td>
<td>2,119</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>Auction of Unclaimed Property</td>
<td>24,480</td>
<td>7,875</td>
<td>16,605</td>
<td>210.9%</td>
<td>10,500</td>
</tr>
<tr>
<td>TCA Proceeds on Sale of Assets</td>
<td>90,000</td>
<td>(90,000)</td>
<td>(100.0%)</td>
<td>120,000</td>
<td></td>
</tr>
<tr>
<td>General Police Revenue</td>
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<td>2,295,009</td>
<td>138,365</td>
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<td>3.6%</td>
<td>11,528,292</td>
</tr>
</tbody>
</table>
Region of Waterloo
Office of the Chief Administrator
Planning, Housing and Community Services

To: Chair Tom Galloway and Members of the Administration and Finance Committee

Date: November 4, 2014  File Code: A02-40/EO

Subject: Creative Enterprise Initiative Update and Overview

Recommendation:
For information.

Summary:
Nil.

Report:
This report is in response to a request from Council in August 2014 for an update regarding the status, activities and accomplishments of the Creative Enterprise Initiative (CEI). The report provides background regarding the formation and history of CEI, and an overview of CEI’s main activities and recent accomplishments. Responses to a number of specific questions posed by Councillor Haalboom are included in Appendix A.

Background
The Region of Waterloo has long recognized the value of arts and culture to the quality of life in this community. Besides enhancing quality of life, arts and culture are an important factor in attracting and sustaining a vibrant, well educated and diverse work force. In addition to its own operations and functions, the Region includes funding in its base budget for a number of “core” arts and cultural organizations including the K-W Symphony, the Grand Philharmonic Choir and TheMuseum (formerly the Waterloo Regional Children’s Museum). A summary of the Region’s funding for these and other arts and culture related organizations is included in Table 1.
The link between arts and culture, quality of life and attracting and sustaining a vibrant work force has also been recognized by the Prosperity Council of Waterloo Region and many other groups and individuals in the community. The Prosperity Council is a coalition of the Greater Kitchener-Waterloo Chamber of Commerce, the Cambridge Chamber of Commerce, Canada’s Technology Triangle Inc., and Communitech. In 2008, the Prosperity Council initiated a process which involved numerous stakeholders to develop recommendations on how to enhance “creative enterprise” in Waterloo Region. In the fall of 2009, the Prosperity Council reported on its task force findings and recommendations in the report to the community, and to an All-Council meeting. As noted in that report, the Prosperity Council estimated that there was a “sustainability shortfall” for arts and culture organizations in the community of $2.5 to $5 million annually and proposed that this gap be addressed by an additional annual contribution to arts and culture organizations of $1 million each from the private sector, from provincial and federal governments and from the municipal sector. It was further proposed that the increase in municipal support be funded by the Region and the area municipalities increasing arts and culture funding by $1 per resident per year.

In addition, the Prosperity Council recommended the establishment of an “enabling organization” that would provide a range of services to enhance the long-term sustainability of arts and culture organizations in the Region. Services would include: shared administrative functions; assistance with marketing and audience development; and seeking additional funding from the private sector and provincial and federal governments. The Creative Enterprise Enabling Organization (CEEO) was established in late 2010, and became operational in 2011. It was subsequently re-named Creative Enterprise Initiative.

As noted in Table 1, the Region increased its funding for arts and culture organizations from approximately $575,000 in 2009 to over $1.2 million in 2011 (an increase of over $600,000 – or more than $1 per capita). That included significantly increased funding for “core” organizations such as the K-W Symphony and TheMuseum (formerly the Children’s Museum), as well as annual funding for CEI of $100,000. The Region’s funding for CEI has increased from $100,000 in 2011 to $141,000 in 2014, with the additional $41,000 intended to leverage partnership funds.

**CEI Activities and Accomplishments**

CEI’s overall goal is to help build a more vibrant, sustainable creative sector in Waterloo Region, as a way to help attract and retain skilled, talented people, and to enhance the quality of life for residents in Waterloo Region. To achieve this goal CEI has focused on 3 primary areas of activity, namely: securing investment to support the creative sector; building capacity within the creative sector; and investing back into the creative sector. Some of the significant initiatives and accomplishments within each of these areas are outlined in the following sections.

(a) **Securing Investment to Support the Creative Sector**

CEI has had some success in attracting new private and public sector investment into the creative sector. They have secured funding from 22 private sector organizations totalling approximately $855,000 over the last 3 years. CEI has also received about $300,000 in Provincial grants over the last 3 years to build the organization and support
artists and arts organizations. They estimate that several arts organizations have been successful in securing about $225,000 in new grants, due largely to mentoring on writing successful grant applications (as described further below), and a number of grant applications are still pending. Finally, a number of smaller cultural organizations have reported being able to generate additional revenue as a result of assistance from the CEI programs noted below.

(b) Building Capacity within the Creative Sector

CEI’s “Building Capacity” programs are designed to support arts initiatives in Waterloo Region by introducing them to resources and expertise to strengthen the business models of arts organizations and creative workers. By offering tools and methodologies often used in the business sector, CEI enables individual artists and arts organizations to focus on what they do best – creating outstanding art and presenting exceptional artistic content for the community. A comparison can be made to what The Accelerator Centre (AC) does for start-up tech businesses in Waterloo Region: the AC provides low rent office space, shared operational services and “Entrepreneurs in Residence” who mentor and advise start-up businesses in areas such as finance, marketing, brand and business development.

Over the past three years CEI’s Capacity Building initiatives have included:

Workshops, One-On-One Sessions with Professionals, and Networking Opportunities:

- CEI provides forums for emerging artists and cultural workers to develop a strong support system to strengthen their knowledge and abilities to develop, produce and market their craft through weekly workshops, specialty events and access to industry leaders. Over 22 workshops have been held on a variety of topics such as: Public Relations, Search Engine Optimization, Marketing 101, Social Media, Tax for Non-profits, Grant Writing, Grant Reporting & Marketing Art.
- Over 520 registered participants were assisted in these workshops.
- Over 60 hours of mentorship and workshops were offered to the creative community.
- Speed Dating with Funders events connected applicants directly with funders. Over 14 applicants received funding as a result of direct involvement with this event.
- Speed Dating in 2013 also saw a full roster of Mentor Professionals made available to local creative workers in order to strengthen their marketing, business, granting and audience development strategies.

Chamber of Commerce Program

- Through CEI’s umbrella membership with the Greater Kitchener Waterloo Chamber of Commerce, up to 150 Chamber memberships are available to start-up creative entities. This creates opportunities for artists and business owners to engage. It also allows artists to connect, create, and build partnerships with individuals outside of their typical circle.
- The Chamber Program also gives individual artists an opportunity for group rates on insurance & benefits.
Low Rent Studio Space

- In collaboration with Momentum Developments, CEI has secured low rent studio space for artists and creative organizations at 42 Erb Street East. Currently, the space houses: a music recording studio; a dance studio; 10 private studio spaces; and a common-use space available to the artistic community for events and exhibitions.

Grand Social Arts and Events Portal (grandsocial.ca)

- While only one year in existence, Grand Social (GS) is a web based cultural engagement platform that acts as a champion for Waterloo Region’s creative community by connecting people of every age and background with the arts and cultural organizations that call Waterloo Region home. GS also helps artists and arts workers build their audiences and work more productively and effectively.
- Community Engagement: A complete social platform that allows anyone to look in on the region and see all of the events, festivals and individuals on GS.
- Community Content Creation: GS offers individuals, organizations, festivals or venues the ability to register for free and use GS to post their events to an electronic calendar or create informative blogs that can highlight and showcase what each is doing.
- Marketing Amplifier: GS takes existing content and builds a multiplying channel to spread information through networks including: sharing of content to tourism websites and other municipal channels; Twitter engagement, Google & Facebook ad sponsorship; custom articles and event coverage; digital media amplification (i.e. Communitech intranet, Accelerator Centre intranet).
- Bulk advertising and public relation buys to promote Waterloo Region’s creative and artistic offerings, and weekly radio promotion on 570News & developing other channels.

Mobile Ticketing System

- CEI has invested in a wireless debit machine to allow cultural groups with small project budgets or operating budgets to sell tickets or collect revenues with little or no service fees. Organizations such as the Kitchener Waterloo Comedy Festival, Open Ears Music Festival and InterArts Matrix have accessed this service, as well as using CEI as a centralized community box office.

(c) Investing Back into the Creative Sector

CEI’s “investing back” activities have focussed on providing support to artists and arts organizations to help them develop and sustain their creative activities. This investment includes: financial contributions such as a cash grants program; an investment program; and professional staff hired by CEI to work directly with the creative sector. These initiatives include the following:

- In collaboration with the Sun Life Uptown Waterloo Jazz Festival, CEI secured a 3 year grant from the Ontario Trillium Foundation to invest in a full time Festival Manager for both the Jazz Festival (which was formerly co-ordinated by a Volunteer Board) and to support other local music festivals in the region.
CEI facilitated a collaboration between CAFKA – Contemporary Art Forum Kitchener Area, Open Ears Festival of Music and Sound and Building Waterloo Region to form the 2014 Festival of Art, Architecture and Sound in Waterloo Region, investing $25k which leveraged a further $75k from Ontario Attraction Fund and provided professional staff support in marketing and promotions, design advice, social media strategies and content.

Through its 2012 cash grants program ($50,000 in total) CEI provided a $6,000 grant to help Kwartz Lab - a maker space which encourages creative invention, innovation and co-operation - buy a laser cutter. The device has driven new membership up, enabling the group to secure $10,000 per year in new funds, enabling them to purchase more shared equipment and increase their programing.

KOI Festival’s KOICON is a day-long conference and showcase of independent artists, both emerging and established, designed to educate, enlighten and empower the local independent music scene. CEI secured funding from the province’s Cultural Development Fund, and invested $23,000 in KOICON 2014 to engage and survey emerging musicians and gather data to feed a pilot Music Accelerator Program which will see over $150,000 of provincial government and local private sector money invested into the region’s music and performing arts industry in 2014/2015.

Neruda Arts’ Kultrun World Music Festival is a free summer festival that combines the best of Latin and World music programming. Beginning in 2012, CEI invested $12,500 for each of three years to help Neruda Arts grow this annual festival and incorporate interactive children’s programming, music, dance and arts workshops, and a more diverse selection of ethnic food and craft vendors. Professional mentorship and business planning, marketing and promotional opportunities were provided, as well as access to live Grand Social streaming of the festival. Through the appeal and success of the Kultrun Festival, Neruda Arts have been selected by the Toronto Pan Am Games Committee as a satellite “cultural attraction”, and will draw participants and visitors from Toronto to Waterloo Region during the weekend-long festival in 2015. Planning is currently underway.

CEI has taken the lead on the Digital Media Content Creation Cluster Study and has invested funds and professional resources to leverage up to $20,000 from the province’s Ontario Media Development Corporation. CEI has also secured financial commitments and partnerships with the municipalities, universities, and the private sector. The cities of Kitchener, Waterloo, Stratford, Cambridge and the Region of Waterloo have identified the need to support and develop the growth potential of the emerging digital media sector in the region. Similarly, both the province of Ontario and the federal government have identified digital media as an area of emphasis for economic development activities in Waterloo Region. The Content Creation Cluster Study has a primary objective to assess the size and disposition of all companies and organizations in the area engaged in cultural media (“content”) production. Once complete, this research will provide information to leverage support from the provincial and federal governments for a proposed Digital Media Hub, creating jobs in our region and attracting creative workers in film, music, art illustration etc. who are otherwise employed in Toronto, Ottawa and other competitive cities.
Human Resources Support: CEI staff provide professional support to artists and arts organizations on a day-to-day basis. Whether administering programs mobilized through grants and municipal/private sector funding secured by/in collaboration with CEI, or by providing support through grant-writing, marketing and social media, advocacy, mentorship and facilitated networking and connecting, most CEI staff (with the exception of the Bookkeeping Coordinator) directly support the creative sector in Waterloo Region.

Future Activities

CEI’s CEO left the organization in June 2014, and the CEI Board is taking the opportunity to review the future priorities of the organization. As noted above, CEI has had a number of successes and accomplishments in its 3 full years of operation. However, there have also been a number of challenges, including attracting additional private sector investment, and ensuring that CEI’s activities provide value to the creative sector. Accordingly, before embarking on a recruitment process for a new CEO, the Board is taking the opportunity to gather input from a variety of stakeholders regarding the most appropriate role for CEI to play in helping to build a vibrant, sustainable creative sector in Waterloo Region.

Corporate Strategic Plan:

The Region’s 2011-2014 Strategic Plan includes an objective to “promote and enhance arts, culture and heritage, and a specific action to “work with the Creative Enterprise Initiative, area municipalities and others to strengthen the arts and culture sector”.

Financial Implications:

The Region’s approved budget for 2014 included funding of $141,000 for Creative Enterprise Initiative.

Other Department Consultations/Concurrence:

Staff from the Finance and Planning, Housing and Community Services has provided input to this report.

Attachments:

Table 1: Region of Waterloo Arts and Culture Funding to Community Organizations (2008 to 2014)

Appendix A: Responses to Councillor Jean Haalboom Questions

Prepared By: Lucille Bish, Director, Community Services

Approved By: Michael Murray, Chief Administrative Officer

Rob Horne, Commissioner, Planning, Housing and Community Services
**TABLE 1**

Region of Waterloo  
Arts and Culture Funding to Community Organizations  
(2008 to 2014)

<table>
<thead>
<tr>
<th>Year</th>
<th>Grand Phil Choir</th>
<th>KWS</th>
<th>WRAC</th>
<th>The Museum</th>
<th>GRFF</th>
<th>CEI-Operations</th>
<th>CEI - for matching investment</th>
<th>Waterloo Region Arts Fund</th>
<th>Heritage Foundation</th>
<th>Art Galleries Marketing Project</th>
<th>Total</th>
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<tr>
<td>2008</td>
<td>20,000</td>
<td>130,000</td>
<td>30,000</td>
<td>70,000</td>
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<td></td>
<td></td>
<td>153,600</td>
<td>102,400</td>
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<td>506,000</td>
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<td>2009</td>
<td>20,600</td>
<td>135,000</td>
<td>31,000</td>
<td>75,000</td>
<td></td>
<td></td>
<td></td>
<td>208,800</td>
<td>104,400</td>
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<td>574,800</td>
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<td>2010</td>
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<td>300,000</td>
<td>31,000</td>
<td>10,266</td>
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<td></td>
<td>215,600</td>
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<td>1,092,666</td>
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<tr>
<td>2011</td>
<td>30,000</td>
<td>360,000</td>
<td>10,000</td>
<td>100,000</td>
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<td></td>
<td></td>
<td>248,800*</td>
<td>108,400</td>
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<td>2012</td>
<td>30,900</td>
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<td>100,000</td>
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<td></td>
<td>110,200</td>
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<tr>
<td>2013</td>
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<td>370,900</td>
<td>5,000</td>
<td>100,000</td>
<td>41,000</td>
<td>255,600</td>
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<td>111,800</td>
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<tr>
<td>2014</td>
<td>30,900</td>
<td>370,900</td>
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<td>100,000</td>
<td>41,000</td>
<td>242,820</td>
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<td>106,210</td>
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<td>1,262,730</td>
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* includes transfer of $32,000 to Arts Fund

KWS: Kitchener-Waterloo Symphony

WRAC: Waterloo Regional Arts Council

GRFF: Grand River Film Festival

CEI: Creative Enterprise Initiative
APPENDIX A

Responses to Councillor Jean Haalboom Questions

1. What is the current number of board members and how are they selected?

Currently we have 16 board members (listed below) and they are selected by a standing committee of the board (Nominations and Leadership Identification Committee) as per board policy:

- Jennifer Allan - Economical Insurance.
- Tim Anderson - City of Waterloo.
- Michele Baumgarten - Waterloo Region Airport (formerly Sun Life).
- Michael Duschenes - Perimeter Institute.
- Gary Dyke - City of Cambridge.
- Tim Ellis - Cadence Venture Partners.
- Cheryl Ewing - Cheryl A Ewing Consulting.
- Kevin Elop - Accelerator Centre.
- Roger Farwell - Walter Fedy Partnership.
- Marty Finestone – Gowlings.
- Jeff MacIntyre - Overlap Associates.
- Dan Mathers - IronSpan Executives Inc./ MaRS Discovery District.
- Mike Murray - Region of Waterloo.
- Lynne Short - Cowan Group.
- Eff Willmer - City of Kitchener.

2. Are board members provided an honorarium? If so, how much?

The CEI Board of Directors is a volunteer board and members are unpaid.
3. **How many board meetings are held per year?**

Approximately 5-7 meetings annually are held, including regular board meetings (bi-monthly) and special/strategic meetings as needed.

4. **What is the role of each board member?**

Individually, the members bring various expertise, knowledge and insights in areas of municipal policy and trends, creative industries and design thinking, Human Resources, broader regional arts and culture, marketing and communications, business development, strategic planning, tech and digital media, legal and governance, finance etc.

5. **What is the mandate of the board?**

Collectively the mandate of the CEI Board is to:

- Manage the relationship with the CEO.
- Set, monitor and review policy.
- Set Strategic direction.

6. **Number of staff currently working for the organization? Roles and responsibilities?**

Roger Farwell - Acting CEO (part-time unpaid).

Role: Strategic direction, fiduciary, media government relations, business investment development, investment decisions in creative initiatives which can drive change and bring significant recognition to the region.

Deborah Currie - Director, Operations & Strategic Initiatives (full-time, paid contract).

Role: Strategic planning, staff management, communications, CEI program management, business/investment development identifying creative opportunities to which investment can bring significant change and recognition.

Dharshi Bala - Bookkeeping Coordinator (full-time, paid contract).

Katie Parkes - Grand Social Content Coordinator (full-time, paid contract).

Nancy Alaimo - Community Engagement Corporate Communications (website) (full-time, paid contract).

Pav Singh - Marketing & Program Assistant (full-time, paid contract).

Iman Grewal - Festival Manager (part-time shared with a zz Festival, paid contract).

Organizational structure and new contracts will be determined following Strategic planning.
7. How often do staff and the board members communicate with the creative community?

Staff interact daily with CEI’s users, both traditionally defined arts and culture individuals and groups (mostly at the small to mid sized level) as well as other creative industries such as designers, digital content creators, film makers etc.

This is done through program outreach (such as the CEI Music Accelerator Program, rand dSocial.ca, Digital Media Content Creators Study, CEI Studio space, festival management support, social media and other marketing strategies etc.)

The board interacts regularly with CEI's customers - those in our community who have a vested interest in making Waterloo Region attractive and vibrant to enhance quality of life and entice new prosperity (i.e. business, universities, health organizations, etc.).

This is done through the professional lives of the individual board members, as well as their community work whether through volunteering with organizations such as the KW Community Foundation, reater KW Chamber of Commerce, N M S board support and other traditionally defined arts and culture boards, Accelerator Centre, Communitech, etc.

8. Is the building purchased or rented? Which funds were or are being used?

CEI offices are located on the main floor at 36 Erb Street East in Waterloo (formerly the old Buck Animal Hospital). CEI Studios (low rent space for artists and creative groups) is located next door on Erb Street East (formerly the old LCBO store).

Both properties are owned by Momentum Developments who are generously renting 36 Erb to CEI at below market rates for a limited time until ready for redevelopment. Rent for the CEI office space is paid from operating funds. The CEI operating fund is comprised of annual funding received from municipalities and the Region and the private sector (corporate non charitable contributions).

The low rent Studio space is managed by CEI, but rent is paid directly from the tenants to Momentum. CEI has paid for the studio advertising signage, furniture, lighting and continues to support other tenant requirements such as supplementing rent for meeting space, exhibition space and special events. These expenses are paid from programming funds, which are comprised of annual funding received from municipalities and the Region, as well as the private sector contributions that are eligible for charitable receipting via our charitable arm Createscape.

9. What are the total yearly operating expenses?

Total annual operating expenses (i.e. amortization, conferences, communications, office expenses, program costs, professional fees, rent & occupancy) were approximately $560,000 in 2012 and $760,000 in 2013.

Total annual revenues (i.e. municipal/regional/government grants, private sector contributions, other donations, interest income) were approximately $530,000 in 2012
10. How is outreach managed? How many groups or businesses are being approached?

With regard to the private investment from the Leadership Council, the approach is made by the Board Chair and CEO based on investor community interest, program suitability and relationships to the programs.

For example, CEI is currently conducting a provincially funded study to determine what the need is in Waterloo Region for a "hub" or "incubator" (physical space) for content creators (i.e. artists) that can and will support businesses with a digital platform/development strategy. If results conclude that private sector requires creative talent to be geographically located in Waterloo Region (rather than in competing cities such as Montreal and Toronto) then CEI will develop a strategy to seek investment from private sector businesses who want to see these jobs created and housed in our community (i.e. large tech firms, developers and property owners whose buildings need to be filled, etc.).

Currently, CEI has 22 corporate sector investors (donors) who provide unrestricted funds of approximately $320k annually for investment in CEI's creative programs (such as Grand Social, Cultural Mapping, Music Accelerator Program, Digital Media Study, etc.) as well as traditionally defined arts and culture initiatives existing in our community such as KOI Festival, Festival of Art, Architecture and Sound, Kultrun, Inter Arts Matrix, etc. CEI uses these funds to hire professionals in grant writing, marketing, audience development, social media, etc., and provide services such as mobile ticketing, to support the initiatives.

There is still an opportunity to build value propositions and investment proposals for Creative initiatives, and attract the private sector to invest their funds alongside the municipal and regional programming support that is currently assigned to CEI. But the focus must be on the small to mid sized organizations and initiatives rather than the "larger" groups.

11. How many grants are requested per year?

While CEI has in the past provided cash grants to some arts initiatives, it has also provided support in the form of professional staff, use of equipment (such as the Mobile Ticketing System) and marketing and promotional tools (such as Grand Social, Hot Summer Guide etc.).

CEI also invests for impact. So for example, if an initiative or organization receives funding from a provincial or federal government source on the condition of matching funds, CEI will invest funds (and often recruits other investors) to secure the government funding for the project.

As an investor, CEI takes an active role in the project to ensure there is a return on the investment. The ROI can be financial (i.e. increased earned revenues for the initiative or organization), reputational (i.e. media coverage of the initiative or organization from
outside of the region, or new partnerships to promote Waterloo Region such as the Pan Am Games example above) or the ROI can be a contribution to the economic prosperity of the region (i.e. potential creation of jobs such as outcomes from the Digital Media Content Creation Cluster Study noted above).

A selection of initiatives, projects and organizations supported by Creative Enterprise Initiative through means such as advocacy, grant application support, financial investment, administrative services, low rent studio space, project lead, promotion, marketing, and mentorship include:

- CAFKA.
- The Arts Education Initiative.
- TD Kitchener Blues Festival.
- Ma well’s Music House.
- Grand River Film Festival.
- The Clay & Glass Gallery.
- McDonald Art.
- NUMUS.
- Building Waterloo Region.
- The Jazz Room.
- Animate the Trail.
- InterArts Matrix.
- THEMUSEUM.
- The Grand Philharmonic Choir.
- Link Picnic Festival.
- The Button Factory.
- Fandy Photography.
- CREATEregion.
- Blue Lizard Productions.
- Rainbow Coalition.
- Waterloo Region Arts Awards.
- Open Ears Festival.
- Kwartz Lab.
- A Day & A Night Festival.
- Sculption.
- ActOUT KW.
- Spectrum.
- FANDANGO.
- Kitchener-Waterloo Comedy Festival.
- Arty Art.
- Collaboratory 6.
- Grand River Jazz Society.
- KW Multicultural Festival.
- Sun Life Financial UpTown Waterloo Jazz Festival.
- The New Quarterly/ Wild Writers Festival.
- KW Art Gallery.
- Lost & Found Theatre.
- Cambridge Libraries & Galleries.
- The Boathouse.
- KOI Con & KOI Music Festival.
- Cambridge Centre for the Arts.
- Kultrun World Music Festival.
- New Hamburg Live!.
- The Shot.
- ANIMA ÜRBEM

and many individual artists and arts workers.

12. **Some of the desired requests from the artist community?**

- Restricted money to do their art and present their programs.
- Affordable live work space.
- Low rent studio space.
- Support for marketing and audience development.
- Connections to the business community.
- More access to professional staff (that they can't afford to hire).

13. **Explain "we can't be all things to all people".**

At the current financial operating capacity, CEI can't operate efficiently as an “Arts Council” to support the needs of the traditionally defined arts and culture sector, and at the same time operate as an effective economic development arm to help build this community into a vibrant, attractive and recognizable region for businesses to thrive and create jobs for our residents.

We can't do it all. But all of it needs to be done. In moving forward, by focusing on creative initiatives with significant potential for growth and reputational recognition for Waterloo Region, CEI can increase success as it matures.
<table>
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<th>Meeting date</th>
<th>Requestor</th>
<th>Request</th>
<th>Assigned Department</th>
<th>Anticipated Response Date</th>
</tr>
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<tr>
<td>11-Dec-13</td>
<td>D. Craig</td>
<td>That staff review and comment on a three year planned budget cycle starting in 2016 and modeled after the City of Waterloo.</td>
<td>Finance/CAO's Office</td>
<td>TBD</td>
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<td>12-Aug-14</td>
<td>J. Haalboom</td>
<td>That staff prepare a report regarding the status of the Creative Enterprise Initiative (CEI) including its activities and accomplishments.</td>
<td>CAO's Office</td>
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<td>Sept 9 2014</td>
<td>J. Brewer</td>
<td>That staff consider in the 2015 budget review the two (2) bus routes in Cambridge that were eliminated/adjusted in the 2014 budget.</td>
<td>Finance/T&amp;ES</td>
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