Disclaimer

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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 may include or make 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. Accordingly, we believe we are independent of the Region of Waterloo and are acting objectively.
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**Chapter**

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disclaimer</td>
<td>2</td>
</tr>
<tr>
<td>Executive Summary</td>
<td>4</td>
</tr>
<tr>
<td>Project Overview</td>
<td>13</td>
</tr>
<tr>
<td>Top 19 Opportunities</td>
<td>19</td>
</tr>
<tr>
<td>Other Opportunities for Council’s Consideration</td>
<td>67</td>
</tr>
<tr>
<td>Conclusion &amp; Next Steps</td>
<td>70</td>
</tr>
<tr>
<td>Appendix A – Service Profiles</td>
<td>72</td>
</tr>
</tbody>
</table>
Executive Summary

Region of Waterloo
Service Review
Final Report
Executive Summary

Introduction and Objectives

Project Objectives

KPMG has been engaged by the Region of Waterloo (the “Region”) to undertake an update to the 2015 Service Review (the “Project” or “Service Review”) in response to the Audit and Accountability Fund grant. The overall objective of the Project is to update the 2015 Service Review and identify creative and innovative solutions that are realistic and practical for implementation to achieve greater efficiency, effectiveness and cost savings in service delivery.

Specific project objectives include the following:

1. To provide Council with an updated service inventory list categorizing all Regional services into mandatory, essential, traditional or discretionary;
2. Based on the service inventory, outline where the Region is exceeding its obligations and the estimated cost of exceeding such obligations;
3. Identify in which services the Region differs from its peers and the reason for these differences including alternate service delivery options; and to
4. Obtain independent third-party recommendations for changing service levels and alternate delivery models in order to achieve budget savings in the most efficient and effective manner.
Work Plan

This engagement commenced on August 16, 2019, and will be completed when the final report is submitted to the Region on or before December 31, 2019. The diagram below depicts the key phases as outlined in the Project Charter.

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

2. Update the Service Profiles prepared as part of the 2015 Service Review. Confirm the financial data associated with each service and sub-service.

3. Conduct stakeholder consultation and benchmark the Region’s services against comparator municipalities.

4. Develop an inventory of opportunities and associated rankings.

5. Prepare and present a final report to Regional Council.
Executive Summary
Summary of Findings

This KPMG report identifies nineteen opportunities for the Region’s consideration involving services that are either discretionary or require a comparatively higher cost of service delivery or represent a proportionally significant spend that can materially impact the financial position of the Region. The purpose of these 19 opportunities is to highlight areas for further pursuit or study. This later phase of work will inform and support subsequent Regional budgets starting in 2021.

Based on our review of the Region’s services and the benchmarking of the Region of Waterloo against its comparators, the Region is a high performing organization exhibiting characteristics of good governance and innovative service delivery. The Region’s work with public housing, new immigrants and other social support services involving the broader regional community is an example of leading practice for other Ontario municipalities. Similarly, the Region’s investment in the Region of Waterloo International Airport is an innovative approach to building the necessary infrastructure to ensure the long-term economic sustainability of the Waterloo region. Lastly, the management and delivery of child care services is unique to the Region and reflects the commitment of its elected leaders to support all its citizens regardless of age, income or background.

It is broadly understood that the provincial government’s support for municipalities is going to change over the next several years and municipalities will increasingly have access to fewer provincial grant dollars. Regional Council anticipating this significant change in the provincial relationship retained KPMG to identify creative and innovative solutions that are realistic and practical for implementation to achieve greater efficiency, effectiveness and cost savings in service delivery. It is necessary to indicate, however, that there is minimal low impact high return opportunities to offer Council as easy wins for cost savings or more efficient or effective service delivery. For the most part, the low impact high return opportunities have been either picked through over the past several years or is currently being harvested. The majority of opportunities are transformational or at odds with the traditional strategic direction of the Region and will require additional analysis. This is particularly true if the opportunity involves the monetization of capital assets.
This section provides a summary of each of the Top 19 Opportunities that were identified. It provides a brief description of each opportunity, the potential savings and the overall average rating of the opportunity, called the “Disruption Gauge”. The “Disruption Gauge” is the overall average rating taking into considering the external impact, internal impact, risks and strategic alignment if the opportunity is pursued. It is used to understand the full context of the potential savings, e.g. an opportunity may offer significant savings but may be highly disruptive to the organization. The potential savings are calculated through either the elimination of levy support, 10% efficiencies resulting from process reviews, or 10% recovery on alternative service delivery approaches.

<table>
<thead>
<tr>
<th>#</th>
<th>Opportunity Description</th>
<th>Disruption Rating</th>
<th>Potential Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Evaluate the need and service delivery approach for Immigration Partnership services</td>
<td>$</td>
<td>$50,000</td>
</tr>
<tr>
<td>2</td>
<td>Evaluate the need and service delivery approach for Crime Prevention Council services</td>
<td>$</td>
<td>$700,000 - $750,000</td>
</tr>
<tr>
<td>3</td>
<td>Reduce or eliminate the Region’s contribution to Discretionary Benefits</td>
<td>Up to $1,800,000</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Review the need for and service delivery approach for Social Development Services</td>
<td>$200,000 - $225,000</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Review the need for and the number of directly operated Child Care Centres</td>
<td>Up to $1,300,000</td>
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## Executive Summary
### Overview of Opportunities

<table>
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<tr>
<th>#</th>
<th>Opportunity Description</th>
<th>Disruption Rating</th>
<th>Potential savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Review the service delivery approach to providing Community Development Services</td>
<td>Up to $50,000</td>
<td></td>
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</table>
Community Development Services promote and establish partnerships to enhance the quality of life for Waterloo Regional Housing tenants, through the provision of information and referrals, as well as a range of community support and development programs.
Since community development is a discretionary service, there is an opportunity for the Region to explore alternative approaches to providing community support for Waterloo Regional Housing tenants while continue supporting their wellbeing.

| 7 | Re-evaluate the business model for Museum Services | $350,000 - $700,000 | 
The Region administers, operates, and promotes the Ken Seiling Waterloo Region Museum (WRM), Doon Heritage Village (DHV); Schneider Haus National Historic Site (SH); McDougall Cottage Historic Site; and the Waterloo Region Curatorial Centre. These sites include exhibit galleries, gift shops, a snack bar, collections storage facilities and offer meeting and event spaces for the community.
When comparing the Region with its comparators, it was found that not all comparators offer museum services and the region’s costs were higher than average. Considering the factors mentioned above and that museum services are discretionary, an re-assessment of community needs and delivery model may be warranted.

| 8 | Re-evaluate the business practices at the Region of Waterloo International Airport for greater operational efficiency and effectiveness and revenue generation | $700,000 - $800,000 | 
The Region of Waterloo provides all season facilities for airlines, ground handlers, Canada Customs and Security to process passengers and is also landlord for approximately 50 privately owned and operated buildings on the airport campus (land leases). The Airport is recognized as a strategic priority for the economic growth of the region by providing efficient and reliable air transportation for the community. Given that it is a discretionary service, there is an opportunity to review the Region’s business practices to operate and finance the Airport as part of Stage 1 of Airport Master Plan implementation. |
## Executive Summary

### Overview of Opportunities

<table>
<thead>
<tr>
<th>#</th>
<th>Opportunity</th>
<th>Description</th>
<th>Disruption Rating</th>
<th>Potential savings</th>
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<tbody>
<tr>
<td>9</td>
<td>Review the provision of charity tax rebates to non-mandated organizations</td>
<td>As part of Financial Management Services, property tax rebates are given to eligible charities and similar organizations occupying commercial or industrial property. The policy goes beyond the mandated requirements and provides approximately $50,000 of the total $250,000 to non-mandated organizations. There is an opportunity for the Region to re-assess whether to provide tax rebates to non-mandated organizations.</td>
<td>Up to $50,000</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Devolve Public Access Defibrillators to non-profit organizations</td>
<td>Paramedic Services works in conjunction with St. John Ambulance to administer the Public Access Defibrillation (PAD) program within the Region for the general public to access and use should someone suffer a cardiac arrest. Given that Public Access Defibrillators is a discretionary service, a review of the PAD services may present an opportunity to re-evaluate the Region’s approach to providing PAD while continuing its support in emergency medical response within the community.</td>
<td>Up to $90,000</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Conduct a process review regarding the administration of Housing and Homelessness System Management Services</td>
<td>As Service Manager, the Region is required to perform housing program planning, deliver services, distribute resources, and conduct quality assurance. The Region works with service providers to support people who are experiencing homelessness, at risk of homelessness, and low- to medium-income families to find and maintain appropriate housing and also ensures that there are a range of affordable housing options available in Waterloo Region. Given the significant budget and staffing complement associated with housing and homelessness system management, there is an opportunity to review the processes to determine if there is an opportunity to remove costs from the system through automation and/or process improvement.</td>
<td>$350,000 - $375,000</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Evaluate alternative service delivery approaches for Library Services</td>
<td>The Region of Waterloo Library (RWL) operates ten branches in the Townships. Book and electronic resources circulation, public programming and community outreach is coordinated centrally from Library Headquarters. Given the cost of service, there is an opportunity to review the business model for library services and explore alternative service delivery approaches that may also serve community needs.</td>
<td>$300,000 - $350,000</td>
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</table>
## Executive Summary

### Overview of Opportunities

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<tr>
<th>#</th>
<th>Opportunity Description</th>
<th>Disruption Rating</th>
<th>Potential savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>Conduct a process review on Client Intake and Financial Assistance Eligibility Services</td>
<td>$100,000 - $150,000</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Review the funding model for Child Care Management Funding Administration Services</td>
<td>$450,000 - $475,000</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Explore the Region’s service delivery model (in-house, outsourcing or a mix) to further enhance operational efficiencies in the maintenance of Waterloo Regional Housing assets</td>
<td>$2,500,000 - $3,000,000</td>
<td></td>
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</table>
## Executive Summary

### Overview of Opportunities

<table>
<thead>
<tr>
<th>#</th>
<th>Opportunity</th>
<th>Description</th>
<th>Disruption Rating</th>
<th>Potential savings</th>
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<tbody>
<tr>
<td>16</td>
<td>Explore the Region’s service delivery model (in-house, outsourcing or a mix) to further enhance operational efficiencies in the maintenance and management of Regional buildings and properties</td>
<td>Facility Management is responsible for over 800 buildings (6.9 million square feet) owned or leased by the Region. Services include facility planning, construction &amp; renovation, operations &amp; maintenance, property acquisition &amp; disposal, lease negotiation, security, janitorial, grounds maintenance and energy management. There is an opportunity to explore the Region’s service delivery model (in-house, outsourcing, or a mix) to further enhance operational efficiencies. Other levels of government have outsourced the management of its facilities and have achieved significant cost savings (10% - 15%).</td>
<td>$3,700,000 - $5,600,000</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Review the potential to outsource graphic design, printing and videography services</td>
<td>Graphic design, printing and videography services are delivered through a partially decentralized model by Creative Media Services (CMS) and other service areas, such as GRT/ION and Waste Management. Given it is a discretionary service, there is an opportunity to explore alternative service delivery approaches for graphic design, printing and videography services.</td>
<td>$100,000 - $150,000</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Conduct Regional Fleet Utilization Study</td>
<td>Fleet Management Services covers management and maintenance support services for over 900 vehicles and mobile equipment in the Region's corporate fleet, including ambulances and police vehicles. The maintenance of a wide variety of fleet vehicles and equipment is a complex area due to a variety of replacement needs. Given the total cost of service for the Region’s fleet, a Fleet Utilization study would assist the Region in better understanding its current operations, improve asset management practices, and enhance planning for short-term and long-term financing needs. It also can help understand the current utilization, develop standards for right-sizing the fleet and for future vehicle selection, and leverage possible efficiencies from &quot;green&quot; vehicles and shared economy business models.</td>
<td>$500,000 - $600,000</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Review Mobility Plus Operations</td>
<td>Specialized transit is an accessible door to door service which is provided by MobilityPLUS (MP) in North Dumfries and the Cities and by contract with Kiwanis Transit for the Townships of Wellesley, Wilmot and Woolwich. All customers need to meet an eligibility criteria. Given Mobility Plus Operations compromises 84% of the total costs of Specialized Transit a review may identify additional process improvements and efficiencies within this area.</td>
<td>$800,000 - $900,000</td>
<td></td>
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Introduction

In 2015, the Region of Waterloo conducted a service review that identified 63 opportunities for greater efficiency in service delivery. Executive business cases were developed for the top 5 opportunities. Since the release of the report, Regional Council and Staff have worked on implementing these 63 opportunities and have enjoyed considerable success.

This spring, the Provincial Government established the Audit and Accountability Fund (“AAF”) for large urban municipalities and district school boards. The fund provided access of up to $8.15 million so school board and municipalities could conduct service delivery and administrative expenditure reviews. The focus of the AAF was to support:

- The modernization of services and better utilization of digital and shared service models.
- The identification of better ways of governance.
- The redirecting of funding to those that need it most.

Reviewing the terms of the AAF, the Region recognized that there was an opportunity to continue the work started in 2015 and review the Region's services, in particular, those services classified as discretionary without any legislative requirement and services in which the Region is a high cost provider relative to its peers. Accordingly, the Region was successful in its application to the AAF and retained KPMG to assist it with the 2019 Service Review update.
Project Objectives

KPMG has been engaged by the Region of Waterloo (the “Region”) to undertake an update to the 2015 Service Review (the “Project” or “Service Review”) in response to the Audit and Accountability Fund grant. The overall objective of the Project is to update the 2015 Service Review and identify creative and innovative solutions that are realistic and practical for implementation to achieve greater efficiency, effectiveness and cost savings in service delivery.

Specific project objectives include the following:

1. To provide Council with an updated service inventory list categorizing all Regional services into mandatory, essential, traditional or discretionary;
2. Based on the service inventory, outline where the Region is exceeding its obligations and the estimated cost of exceeding such obligations;
3. Identify in which services the Region differs from its peers and the reason for these differences including alternate service delivery options; and to
4. Obtain independent third-party recommendations for changing service levels and alternate delivery models in order to achieve budget savings in the most efficient and effective manner.

Project Principles

KPMG will leverage the knowledge and expertise of the Region’s management and employees as a foundation to conduct the Service Review and to arrive at recommended actions through a transparent and participative process with leadership.

The framework and approach will be based on leading practice from municipal or other levels of government experience and/or private sector.

While these reviews often go by many different names – including service efficiency reviews, value for money audits and cost saving studies – they all share the same goal: to determine if a municipality is delivering its services to its customers in the best possible manner and further, to determine if there are more efficient, effective or economical means to delivering municipal services. For simplicity, this will be called a ‘Service Review’.

Lastly, this is not an audit. It is a review to build on successes and identify opportunities to improve the efficiency of how the Region delivers services to the community.
Project Scope

Phase One: Project Initiation

- Kick-off Meeting with Project Sponsor/Manager.
- Kick-off Meeting with the Project Team.
- Confirm Project Charter and establish bi-weekly status reporting structure.
- Confirm Project Schedule/Gantt Chart.

Phase Two: Service Profile Updates

- Using the Municipal Reference Model (“MRM”), update the list of services and subservices contained within the 2015 Service Profiles, with input from Regional staff.
- Confirm any new programs or services since the 2015 Regional Service Review and create service profiles based on the MRM for those programs or services.
- Update the 2015 Service Profiles (or create new ones if necessary), with input from Regional Staff.
- Review the current method of service delivery of each service and program, i.e.: in-house (internal), mixed (internal and contract), contract or shared (shared with another jurisdiction).
- Confirm the classification system for services and programs. The proposed system includes mandatory, essential, traditional and discretionary and classify services and sub services accordingly.
- Develop criteria or measures for gauging services and program benefits including criteria for determining the impact of changes in service levels i.e.: number of benefitting clients/customers, liability or social impact of service level changes, etc., and apply criteria accordingly.
- Facilitate a working session with the Project Team to review the service profiles and identify possible opportunities for greater efficiencies and savings.

Phase Three: Benchmarking & Opportunity Analysis

- Benchmark against 5 – 6 comparator municipalities for the Region (York, Durham, Peel, Halton, Niagara and Hamilton)
- Facilitate a working session with the Project Team to review the benchmarking and updated 2015 Opportunities
Phase Four: Recommendations

- Potential opportunities to achieve the most structurally and operationally effective service delivery model
- Develop a list of services and sub-services that have the greatest potential for improvements in efficiency or effectiveness. This would include two specific lists:
  - Service Inventory List 1: A list of services where the Region has no legislative requirement to provide the service.
  - Service Inventory List 2: The Region’s costs of service provision are greater than comparator municipalities either because of service level policy decisions or because of the efficiency of service delivery.
- In both lists, the following information will be provided for the top 10-20 opportunities:
  - Name of the Service;
  - Description of the Service;
  - Program Budget (Based off 2019 Budget);
  - Magnitude of Cost Savings (Low, Medium, High);
  - When the Cost Savings Could Be Achieved (2020 Budget, 2021 Budget, etc.);
  - Service Level Implications – impact on clients and customers
  - Impact on Staff Levels; and
  - Impact on Collective Agreements.

Phase Five: Final Report & Presentation

KPMG will summarize all of the work completed during the previous phases and develop a final report with an executive summary for public release and scrutiny. The final report will include the following deliverables:

a. Specific and actionable recommendations for cost savings and improved efficiencies.
b. Service level opportunities that provides Council with alternatives.
c. An analysis as to how the Region compares with its regional peers and where it differs, and where alternate service delivery models might yield additional savings.
Work Plan and Progress Report

This engagement commenced on August 16, 2019, and will be completed when the final report is submitted to the Region on or before December 31, 2019. The diagram below depicts the key phases as outlined in the Project Charter.

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

2. Update the Service Profiles prepared as part of the 2015 Service Review. Confirm the financial data associated with each service and sub-service.

3. Conduct stakeholder consultation and benchmark the Region’s services against comparator municipalities.

4. Develop of an inventory of opportunities and associated rankings.

5. Prepare and present a final report to Regional Council.
Top 19 Opportunities

Region of Waterloo
Service Review
Final Report
KPMG’s experience has shown that most jurisdictions are pursuing the transformation of their public services using traditional approaches such as rapid cost reduction or across the board cuts. We believe that there is an opportunity for municipalities to look beyond doing a little bit less with slightly fewer staff. Instead, municipalities should look at their need to reduce spending as an opportunity to capitalize on new technologies, governance models and financing mechanisms that can help re-shape government. KPMG, in partnership with the University of Toronto, developed a framework (shown adjacent) that captures new public sector delivery models. The framework was developed based on the key insights from leading practices reports and consultations with industry leaders throughout the globe. KPMG used this framework to analyze possible opportunities for change in the Region of Waterloo’s service delivery models.

Few students of public administration believe that the footprint of government, how government is organized or its relationship with the public will look the same ten years from now as it does today. Governments are having change forced upon them by fiscal challenges on the one hand and technological and social evolutions on the other. These new public service delivery models will help local governments manage this change and ensure that they are not only effective and efficient, but also sustainable into the future.
Methodology

The development of opportunities and their subsequent prioritization involved the following major work steps:

1. Service Profile Updates

The first major step in developing the list of opportunities was the updating of the Service Profiles first prepared in 2015. Service profiles are the fundamental source document for the project and includes a description of the service and sub-service, a comparative analysis, a service level justification and a financial overview. The different services of the Region were categorized using KPMG’s Municipal Reference Model.

For the past ten years, KPMG has been actively involved in the profiling of all citizen-facing and internal services using the Municipal Reference Model for Canadian municipalities. The Municipal Reference Model describes the business of local government from the outside-in, in terms of the programs and services that municipalities provide and how these contribute to achieving defined policy outcomes. This can be contrasted with an inside-out view, which focuses on how local governments are organized and the activities that they undertake. Focusing on outcomes, and how governments are achieving those outcomes through their programs and services, supports the fundamental question of whether they are delivering the right services, for the right reasons and in the right way.

A series of working sessions with Regional Staff covering all departments were conducted over the course of the project timeline to update the Service Profiles.

These working sessions considered the nature of the department’s work, its position within the municipal reference model and the results of the benchmarking review. Data necessary for the completion of the service profiles was discussed and collected. This included the following:

- Budget information, including a breakdown of cost streams
- Capital – includes debt payments and current contributions to capital projects
- Definitive service descriptions
- Rationale on service level assessments and types
- Data on the number of staff delivering the service in “Full Time Equivalents” (FTEs)

Based upon this collected data, the Region’s services were analyzed by the following elements described on the next page:
1. Service Profile Updates (Continued)

a. Service Level

Each service was analyzed to determine its service level. Service was determined to be above standard, at standard, or below standard. Service level standards are defined through a variety of legislation, industry standards, business case analysis justifications, service levels in other municipalities or reasonable expectations.

b. Service Type

Service Reviews typically involve an assessment of a collection of services defined under the Municipal Reference Model to understand to what degree they are core. KPMG, with validation by our municipal clients, has developed a customized continuum for assessing core versus discretionary services. Along the continuum, there are four descriptive categories, which, when applied to a service formed the “Core Ranking” for that service. The “core continuum” categories are as follows:

- Mandatory – those services delivered by the Region that are required under Provincial or Federal legislation e.g. Ontario Works, Public Housing, Water Supply/Wastewater treatment.
- Essential – those services that are essential to the operation of the Region but do not have a corresponding piece of legislation mandating the Region to deliver the service e.g. Public Transit, Information Technology, Communications.
- Traditional – non-essential services that municipalities have traditionally delivered with no accompanying legislation e.g. recreation programming.
- Discretionary – non-essential services that are unique and special to the character of the municipality e.g. bird aviary, marina, golf course.

c. Service Level Source

To understand and justify the service level analysis, KPMG identified the origin of a service level standard and the role that the Region of Waterloo plays in delivering a service or sub-service. In each service profile, KPMG reviewed the degree to which the standard was prescribed by legislation or set by the Council, management, or funding agreement. KPMG also reviewed the appropriateness of the standard with respect to industry benchmarks or traditional practice, in cases where information was available.
d. Benchmarking

In our experience, clients benefit tremendously by learning about the experiences of other jurisdictions. As part of updating the Service Profiles, KPMG conducted a benchmarking review that consisted of an analysis of financial statements, MBNCanada, Ontario Financial Information Returns (FIRs) and Census data of the six municipalities selected by the Region. These municipalities included:

- Region of Durham
- Region of Halton
- City of Hamilton
- Region of York
- Region of Peel
- Region of Niagara

The benchmarking identified service areas where the Region’s performance indicators varied substantially from the comparator municipalities.
Opportunities & Prioritization

Methodology

2. Opportunities

As part of the 2015 Service Review, KPMG provided opportunities for cost savings and improved efficiency in the following groups:

- Top 5 Opportunities
- Opportunities Underway or About to be Implemented
- Opportunities Requiring Additional Investigation

For the 2019 Service Review, KPMG identified opportunities according to three criteria:

1. **Discretionary Services** – all services or sub-services delivered by the Region that have no legislative requirement and are non-essential to the operation of the Region.

2. **Comparator Cost of Service** – all services or sub-services delivered by the Region in which the cost of service delivery exceeds that of the comparator municipalities as shown in the benchmarking.

3. **Total Cost of Service** – those services or sub-services delivered by the Region that represent a proportionally significant spend and can materially impact the financial position of the Region.

Nineteen opportunities across the three criteria were identified and summarized in a two page opportunity summary document containing the following foundational information and data:

- Name of the Service
- Description of the Service
- Financial Implications (2019 Budget)
- Magnitude of Cost Savings
- When the Cost Savings Could Be Achieved (2020 Budget, 2021 Budget, etc.)
- Service Level Implications
- Impact on Staff Levels
- Impact on Collective Agreements
2. **Opportunities**

In addition, KPMG prepared a dashboard and disruption gauge to capture the various impacts beyond the potential cost savings of the opportunity.

<table>
<thead>
<tr>
<th>ESTIMATED SAVINGS ($000s)</th>
<th>EXTERNAL IMPACT</th>
<th>INTERNAL IMPACT</th>
<th>RISK</th>
<th>STRATEGIC ALIGNMENT</th>
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</thead>
<tbody>
<tr>
<td>$1,000</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>3</td>
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</table>

### External Impact

The impact of the opportunity on the number of clients, customers and/or people and the extent of the impact.

1. Positive impact / neutral (off-setting) positive and negative impacts
2. Negative impact on a few clients
3. Negative impact on a number of clients
4. Strong negative impact on large number of clients

### Internal Impact

The impact of the opportunity on the number of staff and the extent of the impact.

1. Positive impact / neutral (off-setting) positive and negative impacts
2. Negative impact on a few staff
3. Negative impact on a number of staff
4. Strong negative impact on large number of staff

### Risks / Barriers to Implementation

Barriers, issues or obstacles to implementing the opportunity.

1. No significant barriers
2. Moderate barriers
3. Numerous significant barriers that likely could not be overcome, even with time and corporate focus

### Strategic Alignment

The opportunity aligns with the objectives and values of the City’s Strategic Plan and/or a council priority(ies).

1. Opportunity strongly aligned with Strategic Plan
2. Opportunity moderately aligned with Strategic Plan
3. Opportunity moderately contradicts with Strategic Plan
4. Opportunity strongly contradicts with Strategic Plan

### Disruption Gauge

Overall disruption to the organization. Average of assessment criteria rankings for external impact, internal impact, risks and strategic alignment.
Opportunity #1
Immigration Partnership

POSSIBLE SAVINGS ($,000s)

<table>
<thead>
<tr>
<th>Budget Impact ($,000s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Total Cost</td>
</tr>
<tr>
<td>Current Revenue</td>
</tr>
<tr>
<td>Current Net Levy (A)</td>
</tr>
<tr>
<td>Est. Cost Savings (B)</td>
</tr>
<tr>
<td>Est. Revenue Increase</td>
</tr>
<tr>
<td>Adjusted Net Levy (A-B)</td>
</tr>
<tr>
<td>Percentage of Savings</td>
</tr>
<tr>
<td>Current FTE</td>
</tr>
</tbody>
</table>

Note – Other financial alternatives can be considered if Council determines to pursue this opportunity

Opportunity Description

Evaluate the need and service delivery approach for Immigration Partnership services

- Planning for the Immigration Partnership began in 2009, building on the work of the Waterloo Region Immigrant Employment Network. The Region hosts the Partnership at the request of the broader community. It is funded through the federal and provincial governments and Waterloo Region United Way.

- Services are delivered above standard where the Region is recognized nationally as one of the forerunners in establishing a model to provide an inclusive integration process for immigrants and refugees. Service level standards are set according to funding and grant agreements.

- The Region recognizes that new international migration is a main driver of population growth in Waterloo Region and will account for all of Canada’s net labour force growth in the coming 20 years.

- Given that Immigration Partnership is a discretionary service, there is an opportunity for the Region to re-evaluate the need and service delivery approach.

Current Service Level

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Below Standard</th>
<th>At Standard</th>
<th>Above Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandatory</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Essential</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traditional</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td>Immigration Partnership</td>
</tr>
</tbody>
</table>

Comparative Summary

At 1.6% of Canada’s population, the Region resettled 1,920 refugees and other pre-tested persons in about 10 months during the Federal Government’s 2015-2016 Syrian Refugee Resettlement initiative (approximately 4.6% of total cases).
Opportunity #1
Immigration Partnership

**Risk / Barriers**

- **Service Delivery Risk** – Changing the Region’s service delivery approach will impact how the Waterloo Region Immigration Partnership carries out its mission and meeting its strategic goals and objectives, and impact the Region’s broader economic and community development initiatives.

- **Reputational Risk** – The community partnership agencies requested that the Region play a leadership role in ensuring that policies and systems are in place to facilitate the successful settlement, integration and community involvement of immigrants and refugees in Waterloo Region. Reducing the Region’s involvement in immigration partnership may be perceived negatively by the community.

**Human Resource Considerations / Internal Impact**

The Region recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The Region will put strategies in place to assess and manage the impact on staff before pursuing any opportunity. This opportunity has neutral impact on current roles and job responsibilities, staffing levels, and reporting structure.

**Strategic Alignment**

This opportunity is not fully aligned with the Region’s 2019 – 2023 Strategic Plan where the Region will work with the Waterloo Region Immigration Partnership to ensure that the community, systems, policies and programs are welcoming and inclusive of immigrants and refugees.

**External Impact**

The service is external facing and changes to immigration services will have a direct impact on the immigration communities with which the Immigration Partnership works. Further analysis is needed to assess how the opportunity impacts the Region’s collaboration with the Waterloo Region Immigration Partnership.

---

**Public Consultation**

- 2020

**Implementation**

- 2021-2022 Budget

---
Opportunity #2
Crime Prevention Council

**POSSIBLE SAVINGS ($,000s)**

$700 - $750

**Budget Impact ($,000s)**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Total Cost</td>
<td>$745</td>
</tr>
<tr>
<td>Current Revenue</td>
<td>$34</td>
</tr>
<tr>
<td><strong>Current Net Levy (A)</strong></td>
<td><strong>$711</strong></td>
</tr>
<tr>
<td>Est. Cost Savings (B)</td>
<td>$711</td>
</tr>
<tr>
<td>Est. Revenue Increase</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Adjusted Net Levy (A-B)</strong></td>
<td><strong>$0</strong></td>
</tr>
<tr>
<td><strong>Percentage of Savings</strong></td>
<td>100%</td>
</tr>
<tr>
<td>Current FTE</td>
<td>6.2</td>
</tr>
</tbody>
</table>

Note – Other financial alternatives can be considered if Council determines to pursue this opportunity

**Opportunity Description**

Evaluate the need and service delivery approach for Crime Prevention Council services

- The Waterloo Region Crime Prevention Council (WRPC) is an advisory committee to the Region of Waterloo and consists of over 30 sector representatives with a large pool of individual and organizational volunteers to advance community safety and well being initiatives.
- The WRCPC was instrumental in starting the Canadian Municipal Network for Crime Prevention (CMNCP). This network received funding from Public Safety Canada to expand the number of municipalities that engage in social development for community safety.
- The WRCPC is in discussions with Wellbeing Waterloo Region to merge into a singular organization to continue some the existing work of each organization and add the completion of the Community Safety and Wellbeing Plan as mandated under the Police Services Act.
- Given that the Crime Prevention Council is a discretionary service, there is an opportunity for the Region to re-evaluate the need and service delivery approach.

**Current Service Level**

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Below Standard</th>
<th>At Standard</th>
<th>Above Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crime Prevention Council</td>
<td>Mandatory</td>
<td>Essential</td>
<td>Traditional</td>
</tr>
<tr>
<td>Crime Prevention Council</td>
<td>Other</td>
<td>Discretionary</td>
<td></td>
</tr>
</tbody>
</table>

**Comparative Summary**

2016 – 2017 WRCPC Initiatives include:

- Porch Chats - Engaged over 200 members of the community in conversations.
- WRCPC, City of Kitchener, Waterloo Regional Housing and Carizon Family & Community Services engaged a team of Youth Navigators that connected with 1,100 at-risk adolescents.
- For the past 10 years, WRCPC has partnered with school boards and other community stakeholders to hold the annual Say Hi Day. 102,000 plus students from 170 local schools participated.
Opportunity #2
Crime Prevention Council

<table>
<thead>
<tr>
<th>Risk / Barriers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Service Delivery Risk</strong> – Changing the Region’s service delivery approach will impact how the WRCPC carries out its mission and meeting its strategic goals and objectives.</td>
</tr>
<tr>
<td><strong>Reputational Risk</strong> – It is suggested that the community believes the Region should play a leadership role in ensuring that policies and systems are in place to address the root causes of crime and advance community safety and well being initiatives for the Waterloo Region. Reducing the Region’s involvement may be perceived negatively by the community and partners within WRCPC.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Human Resource Considerations / Internal Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Region recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The Region will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.</td>
</tr>
<tr>
<td>This opportunity has:</td>
</tr>
<tr>
<td>• Moderate negative impact on current roles and job responsibilities</td>
</tr>
<tr>
<td>• Moderate negative impact on current staffing levels</td>
</tr>
<tr>
<td>• Minimal negative impact on current reporting structure</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Alignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>This opportunity is not aligned with the Region’s 2019 – 2023 Strategic Plan which states the Region will work with the Waterloo Region Crime Prevention Council to increase community engagement in upstream prevention approaches.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>External Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>The service is external facing and changes to the services will have a direct impact on the stakeholders and communities with which the Crime Prevention Council works. Further analysis is needed to assess how the opportunity impacts the Region’s collaboration with the Waterloo Region Crime Prevention Council.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Public Consultation</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>2021-2022 Budget</td>
</tr>
</tbody>
</table>

EST TIMELINE OF SAVINGS

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Opportunity #3
Discretionary Benefits

POSSIBLE SAVINGS ($,000s)
Up to $1,800

EXTERNAL IMPACT

INTERNAL IMPACT

RISK

STRATEGIC ALIGNMENT

Department
Community Services

Opportunity Type
Discretionary Service

Budget Impact ($,000s)

Current Total Cost $4,783
Current Revenue $2,975
Current Net Levy (A) $1,808
Est. Cost Savings (B) $1,808
Est. Revenue Increase $0
Adjusted Net Levy (A-B) $0
Percentage of Savings (B/A) 100%

Current FTE* 0
* No direct FTE budgeted in 2019

Opportunity Description

Reduce or eliminate the Region’s contribution to Discretionary Benefits

— The Province funds discretionary benefits services on the basis of $10 per OW/ODSP case. No municipal cost sharing is required.

— The Region funds the Discretionary Benefits budget over and above the Province contribution. Discretionary Benefits includes such items as: assistive devices, mobility aids, medical supplies, eviction prevention, specialized footwear, hospital beds, medical transportation, glasses, dental services, funerals, food hampers.

— 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.

— Given that the Region provides $1.8 million funding in excess of that required by the Provincial funding formula for discretionary benefits, there is an opportunity to reduce or eliminate the Region’s contribution to discretionary benefits.

Current Service Level

Below Standard At Standard Above Standard

Mandatory
Essential
Traditional
Other
Discretionary Benefits

Comparative Summary

In 2017, Community Service performed a comparison with 8 other municipalities; highlighting:

• Majority of services are comparable with comparators.
• Food Hampers is only offered by the Region.
• Only 1 comparator funds eviction prevention.
• Emergency response, bed bug eradication, and utility arrears – 3 out of 8 comparators provide such service.
• Bus tickets are offered by 5 out of 8 comparators.

Source: Council Report # CSD-EIS-17-09 (DOC_ADMIN_#2357989)
Opportunity #3
Discretionary Benefits

**Risk / Barriers**

- **Service Delivery Risk**: Reducing or eliminating the regional portion of discretionary benefits would jeopardize the food hamper program ($700K of the regional contribution is devoted to food hampers/food security) and dental/medical services necessary for adult clients to become employed and potentially exit OW or ODSP. In prior years, the Region has conducted several community consultations seeking alternative financial sources from the community without success.

- **Reputational Risk** – risk of damage to the organization’s reputation as it impacts residents that are currently receiving such benefits.

**Human Resource Considerations / Internal Impact**

The Region recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The Region will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity has:

- Minimal negative impact on current roles and job responsibilities
- Minimal negative impact on current staffing levels
- Minimal negative impact on current reporting structure

**External Impact**

The following is a high level snapshot of 2018 discretionary benefits issuance:

<table>
<thead>
<tr>
<th>Dis. Benefit Item</th>
<th># of Issuance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dental</td>
<td>10,045</td>
</tr>
<tr>
<td>Funeral</td>
<td>188</td>
</tr>
<tr>
<td>Utility Disconnections</td>
<td>177</td>
</tr>
<tr>
<td>Food Hampers</td>
<td>48,337 Total</td>
</tr>
<tr>
<td></td>
<td>26,472 (OW); 21,865 (ODSP)</td>
</tr>
<tr>
<td>All Other Benefits</td>
<td>4,536</td>
</tr>
</tbody>
</table>
| Total                   | 14,946       

**Strategic Alignment**

This opportunity is not fully aligned with the Region’s 2019 – 2023 Strategic Plan which states that the Region will work with the community to provide equitable access to supports and services that contribute to a healthy, safe, and inclusive community.

**EST TIMELINE OF SAVINGS**

- **Public Consultation**: 2020
- **Implementation**: 2021 Budget
Opportunity #4
Social Development Services

POSSIBLE SAVINGS
($,000s)
$200 - $225

DEPARTMENT
Community Services

Opportunity Type
Discretionary Service

Budget Impact ($,000s)
Current Total Cost $2,049
Current Revenue $0

Current Net Levy (A) $2,049
Est. Cost Savings (B) $205
Est. Revenue Increase $0
Adjusted Net Levy (A-B) $1,844
Percentage of Savings (B/A) 10%
Current FTE* 0
*No direct FTE budgeted in 2019

Note – Other financial alternatives can be considered if Council determines to pursue this opportunity.

Opportunity Description

Review the need for and service delivery approach for Social Development Services

- Developmental health outcomes for families 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 families. This service has a specific focus on supporting individuals and families who are living with low income.

- Services provided includes:
  - A Community Outreach Program, where the Region funds one lead agency who allocates funds.
  - A Counselling Collaborative, where 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 program are shared 50/50 by the Region and the counselling agencies.

- Social development services are delivered by community partners through contracts with the Region.

- Given that Social Development Services are a discretionary service, there is an opportunity for the Region to re-evaluate the service and funding approach.

Comparative Summary

- The Region provides unique social development services that are not offered in other Ontario municipalities; accordingly, there are no formal benchmarking measures.

- 2018 Units of Service for the Counselling Collaborative:
  - 2034 OW cases were served
  - 1909 ODSP cases were served
  - Achieved 98.65% of the annual service target

- 2018 Community Outreach Program:
  - 5142 individuals under 18 years old were served
  - 4068 individuals over 18 years were served
  - There were 8569 Family Visits

Risk

- Strategic Alignment

- Disruption Gauge

- Grants to Agencies

- Community Outreach

Current Service Level

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Below Standard</th>
<th>At Standard</th>
<th>Above Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandatory</td>
<td></td>
<td></td>
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<tr>
<td>Essential</td>
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<tr>
<td>Traditional</td>
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<tr>
<td>Other</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Discretionary</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Outreach</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Opportunity #4
Social Development Services

**Risk / Barriers**

- **Service Delivery Risk**: Changing how the Region’s delivers and supports Social Development Services may impact the overall achievement of social development goals and objectives.

- **Reputational Risk**: Reducing or modifying Social Development services may be perceived as misaligned with the strategy and adversely impact the Region’s effort in meeting the needs of the community.

- **Financial Risk**: The identified services include significant and diverse activities and there may be contractual agreements in place that may be negatively impacted should services be modified.

**Human Resource Considerations / Internal Impact**

The Region recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The Region will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity has:

- Minimal negative impact on current roles and job responsibilities
- Minimal negative impact on current staffing levels
- Minimal negative impact on current reporting structure

**Strategic Alignment**

This opportunity is not fully aligned with the Region’s 2019 – 2023 Strategic Plan which states the Region will work with the community to provide equitable access to supports and services that contribute to a healthy, safe, and inclusive community.

**External Impact**

Changes to the services will have a direct impact on both the community partnership organizations and recipients of Social Development Services. Any reduction in funding would result in a reduction in services that support children, employment opportunities etc.
Opportunity #5
Child Care Operations - Child Care Centres

POSSIBLE SAVINGS ($,000s)
Up to $1,300

EXTERNAL IMPACT

INTERNAL IMPACT

RISK

STRATEGIC ALIGNMENT

Department
Community Services

Opportunity Type
Discretionary Service

Budget Impact ($,000s)

Current Total Cost $7,651
Current Revenue $6,361
Current Net Levy (A) $1,290
Est. Cost Savings (B) $1,290
Est. Revenue Increase $0
Adjusted Net Levy (A-B) $0
Percentage of Savings 100% (B/A)
Current FTE 62.6
10-Year Capital Plan $12 million

Note - Other financial alternatives can be considered if Council determines to pursue this opportunity

Opportunity Description

Review the need for and the number of directly operated Child Care Centres

- The Region operates five Children’s Centres located in Cambridge (3), Kitchener (1), and Elmira (1). Child care centres can provide licensed child care for up to 258 children ages birth to 4 years old.
- Centres have traditionally been located in areas that have a high need for child care, and can provide child care to all children regardless of their needs (e.g., medical, special needs, subsidy, dietary needs, etc.). Parent fees are within the average market rates range.
- The Region is a higher cost provider because of higher staffing levels, staff compensation rates and benefits negotiated in union contracts and facility costs.
- Given that direct service delivery through the ownership and operation of regional child care centres is a discretionary service, there is an opportunity to review the need and the number of directly operated RoW child care centres. A consolidation of child care centres may provide greater efficiency in service delivery while maintaining the service level standard.
- Total Cost includes $651K debt servicing cost. The Region’s 10-year capital plan has a total budget of $12 million with $2.6 million in asset renewal, $3.4 million in Children’s Services minor program capital and $6 million for redevelopment of one child care centre.

Current Service Level

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Below Standard</th>
<th>At Standard</th>
<th>Above Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Essential</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traditional</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Discretionary</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Disruption Gauge</th>
</tr>
</thead>
</table>

Comparative Summary

- The Region’s net child care cost per capita is consistent with the comparator group.

Expenditure for Child Care per capita
(Source: 2018 FIR reports)
Opportunity #5
Child Care Operations - Child Care Centres

Risk / Barriers

- **Reputational Risk & Service Delivery Risk:** The consolidation of child care centres or corresponding changes to service levels may result in reduced child care spaces, changes in priority levels for child care or increased time on the wait list. These changes may be perceived negatively by clients and stakeholders. The impact on the children/families will need to be considered.

- **Financial Risk:** The identified services include significant and diverse activities and there may be contractual agreements in place that may be negatively impacted should services be modified.

Human Resource Considerations / Internal Impact

The Region recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The Region will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity has:

- Significant negative impact on current roles and job responsibilities
- Significant negative impact on current staffing levels
- Significant negative impact on current reporting structure

Strategic Alignment

This opportunity does not support the Region’s 2019 – 2023 Strategic Plan where the Region will develop and implement a new child care and early learning service system plan with clear priorities and actions for improving inclusion, access, affordability and quality of licensed child care across Waterloo Region.

External Impact

Changes to the operations of the Region’s directly operated child care centres will impact current and waitlisted families and communities that lack child care services.

It will also impact the Registered Early Childhood Educator (RECE) and other positions currently employed at Children’s Centres.

Public Consultation / Deep Dive Study

- 2020 - 2022

Implementation

- 2023 Budget
Opportunity #6
Waterloo Regional Housing - Community Development

POSSIBLE SAVINGS ($,000s)
Up to $50

EXTERNAL IMPACT
INTERNAL IMPACT
RISK
STRATEGIC ALIGNMENT

Department
Community Services

Opportunity Type
Discretionary Service

Budget Impact ($,000s)
Current Total Cost $486
Current Revenue $0
Current Net Levy (A) $486
Est. Cost Savings (B) $49
Est. Revenue Increase $0
Adjusted Net Levy (A-B) $437
Percentage of Savings 10%
Current FTE 4.0

Note – Other financial alternatives can be considered if Council determines to pursue this opportunity

Opportunity Description
Review the service delivery approach to providing Community Development Services

• Community Development Services promote and establish partnerships to enhance the quality of life for Waterloo Regional Housing tenants.
• Provides necessary information and referrals to support services to ensure tenants maintain their tenancy, including a full range of community support and development programs including: celebrations (official openings/anniversaries), information sessions (fire safety), community barbecues, activities (gardening), youth engagement, and promoting healthy lifestyle.
• Given that community development is a discretionary service, there is an opportunity for the Region to explore alternative approaches to providing community support for Waterloo Regional Housing tenants while continue supporting their wellbeing.
• Typically, a process review will identify improvements that result in a 10% reduction in expenditures.

Current Service Level

Region of Waterloo Housing Data:
• Rent arrears average 0.66% in 2018, 0.96% by October 2019
• Unit turnover average 0.09% in 2018, 0.08% by October 2019
Opportunity #6
Waterloo Regional Housing - Community Development

Risk / Barriers

Reputational Risk & Service Delivery Risk: Risks of changing service delivery approach or service levels may negatively impact the quality of housing services delivered to tenants currently in the system. It may be perceived negatively by stakeholders or tenants. Mitigation plans are needed to maintain tenants’ wellbeing and tenancy within the system.

Human Resource Considerations / Internal Impact

The Region recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The Region will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity has:

- Minimal negative impact on current roles and job responsibilities
- Minimal negative impact on current staffing levels
- Minimal negative impact on current reporting structure

Strategic Alignment

This opportunity moderately contradicts with the Region’s 2019 – 2023 Strategic Plan where the Region will make affordable housing more available to individuals and families.

External Impact

Adjustments to service delivery approach or service levels may negatively impact tenants in terms of the overall successful tenancies resulting in increased effort in homelessness management and client mediation.

<table>
<thead>
<tr>
<th>Time Period</th>
<th>#</th>
</tr>
</thead>
<tbody>
<tr>
<td># of People supported at Housing Resource Centres by Housing Advisors</td>
<td>July – Sept 2019</td>
</tr>
<tr>
<td># of Evictions Prevented for WRH</td>
<td>July – Sept 2019</td>
</tr>
<tr>
<td># of Households that moved into community housing</td>
<td>July – Sept 2019</td>
</tr>
</tbody>
</table>

Public Consultation

- 2020

Implementation

- 2021 Budget

EST TIMELINE OF SAVINGS
Opportunity #7
Museum Services

POSSIBLE SAVINGS ($,000s)
$350 - $700

EXTERNAL IMPACT

INTERNAL IMPACT

RISK

STRATEGIC ALIGNMENT

---

**Opportunity Description**

Re-evaluate the business model for Museums Services

- The Region administers, operates, and promotes the Ken Seiling Waterloo Region Museum (WRM), Doon Heritage Village (DHV); Schneider Haus National Historic Site (SH); McDougall Cottage Historic Site; and the Waterloo Region Curatorial Centre. These sites include exhibit galleries, gift shops, a snack bar, collections storage facilities and offer meeting and event spaces for the community.

- The Region of Waterloo meets or exceeds the basic standards of professional practice in the museum industry.

- The Region's expenditure is higher than its comparators and not all comparators offer museum services. The $2,789K debt servicing cost will fall off in 2020 and 2021 as the original debt issued to finance the construction of the museum expires.

- Given that museum services are discretionary, there is an opportunity to review the business model for museum services and re-assess community needs.

- Typically, a review of a service delivery approach will identify improvements that result in a 5% - 10% reduction in expenditures.

---

**Current Service Level**

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Below Standard</th>
<th>At Standard</th>
<th>Above Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program &amp; Education</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collection &amp; Exhibits</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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**Comparative Summary**

- For the comparators used for benchmarking: York, Durham, Peel, Halton, Niagara and Hamilton, only Hamilton and Halton report museum expenditures, both of which are lower than the Region.

- Average number of museum memberships for municipal museums in Ontario is fewer than 200; the Region of Waterloo Museums has in excess of 700 members.

- 2018 attendance: Ken Seiling Waterloo Region Museum/Doon Heritage Village – 88,982; Schneider Haus – 10,749; McDougall Cottage – 2,185
Opportunity #7
Museum Services

**Risk / Barriers**

- **Reputational Risk & Service Delivery Risk:** Reducing or modifying cultural services, such as museums, may be perceived as inconsistent with the Region’s strategic objectives. In addition, museums membership is much higher than for others in Ontario, indicating strong community involvement which may lead to resistance to change in this service area. Community stakeholders have historically been very vocal in opposition to change.

- **Financial Risk:** The identified services include significant and diverse activities and there may be contractual agreements in place that may be negatively impacted should services be modified. Changes in service may also jeopardize federal and provincial grant funding.

**Human Resource Considerations / Internal Impact**

The Region recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The Region will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity may have moderate negative impacts on current roles and job responsibilities, staffing levels and reporting structures.

**Strategic Alignment**

A strategic objective within the Region’s 2019 – 2023 Strategic Plan is to support the arts, culture and heritage sectors to enrich the lives of residents and attract visitors to Waterloo. Reducing or modifying cultural services may not align with the strategy, unless changes to the model create benefits that the current model does not provide but will require a strong communication strategy and transparency in the approach.

**External Impact**

The service is external facing and changes to the services will have a direct impact on museum visitors and museum members.

Museum Services have a variety of stakeholders who would be impacted by service changes including school groups, summer camps, seniors, families, researchers, students, volunteers and Friends groups. Reductions in service levels would have an impact on the visitor experience in terms of access, convenience and quality of service. Reductions may also limit the museums’ ability to participate in loans with other museums, which is also a function of a public museum. The total attendance has remained relatively steady over the past 5 years and membership renewal rates have been increasing.

**Deep Dive Study / Public Consultation**

- 2020 - 2022

**Implementation**

- 2023 Budget

**EST TIMELINE OF SAVINGS**
Opportunity #8
Region of Waterloo International Airport – Air Service & Business Development

**POSSIBLE SAVINGS ($,000s)**

<table>
<thead>
<tr>
<th>Amount</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>$700 - $800</td>
<td></td>
</tr>
</tbody>
</table>

**EXTERNAL IMPACT**

**INTERNAL IMPACT**

**RISK**

**STRATEGIC ALIGNMENT**

**Budget Impact ($,000s)**

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Total Cost</td>
<td>$9,874</td>
</tr>
<tr>
<td>Less: Debt Servicing</td>
<td>$1,992</td>
</tr>
<tr>
<td>Current Net Cost (A)</td>
<td>$7,882</td>
</tr>
<tr>
<td>Current Net Levy (B)</td>
<td>$6,737</td>
</tr>
<tr>
<td>Est. Cost Savings (C = A x 10%)</td>
<td>$788</td>
</tr>
<tr>
<td>Adjusted Net Levy (B-C)</td>
<td>$5,949</td>
</tr>
<tr>
<td>Percentage of Savings</td>
<td>10%</td>
</tr>
<tr>
<td>Current FTE</td>
<td>24.6</td>
</tr>
<tr>
<td>10-Year Capital Plan</td>
<td>$215.6 million</td>
</tr>
</tbody>
</table>

**Opportunity Description**

Re-evaluate the business practices at the Region of Waterloo International Airport for greater operational efficiency and effectiveness and revenue generation

- The Region of Waterloo provides all season facilities for airlines, ground handlers, Canada Customs and Security to process passengers. Westjet, 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).

- The airport is a discretionary service that supports the community goals of a thriving economy. It is recognized as a strategic priority for the economic growth of the region by providing efficient and reliable air transportation for the community.

- Given that it is a discretionary service, there is an opportunity to review the Region’s business practices to operate the Airport, including exploring additional revenue sources to finance operational and capital needs.

- Typically, a review of business practices should result in 10% reduction in expenditures.

- Total cost includes $1,992K debt servicing cost, which will reduce by $252k in 2020, $890k in 2021 and $413k in 2023. The 10-year capital plan has a total budget of $215.6 million with $51.5 million in asset renewal and $164.1 million in airport expansion.

**Current Service Level**

<table>
<thead>
<tr>
<th>Below Standard</th>
<th>At Standard</th>
<th>Above Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Type</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mandatory</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Essential</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traditional</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Discretionary</td>
<td>Air Service &amp; Business Development</td>
<td>Construction &amp; Development</td>
</tr>
<tr>
<td></td>
<td>Airport Operations</td>
<td>Services</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Comparative Summary**

The other Regional Governments do not operate airports. Comparator cities that own and/or operate airports include London, Windsor, and Hamilton.

TradePort International Corporation (Hamilton International Airport Limited) operates under a 40-year lease agreement with the City of Hamilton to be the sole operator and manager of Hamilton International Airport; prior to that the Airport was operating at a loss under Federal Government. Hamilton International Airport Limited is a privately held company and a wholly owned subsidiary of Vantage Airport Group - an industry-leading investor and developer of airports with a current portfolio of 10 airports.
Opportunity #8
Region of Waterloo International Airport – Air Service & Business Development

**Risk / Barriers**

- **Reputational Risk & Service Delivery Risk:** Changes to this service may impede economic development and revenue growth at the Region of Waterloo International Airport. It may be perceived as misaligned with the Region’s strategic objective and viewed negatively by travelers, the local business community, potential developers/investors and aviation/aerospace operators.

- **Financial Risk:** The Region leases approximately 50 privately owned and operated buildings on the airport campus. Lease agreements may prohibit any potential changes in business practices. It also may impact outreach and marketing efforts that impede passenger and revenue growth.

**Human Resource Considerations / Internal Impact**

The Region recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The Region will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity potentially may have moderate negative impact on current roles and job responsibilities, staffing levels and reporting structures.

**External Impact**

The service is external facing and changes to the services will have a direct impact on the users. In addition the airport service generates employment opportunities in the community. Changes that are not well managed could have a high impact on the clients that use or are employed as a result of this service.

The Region has increased focus on growing air service by targeting existing and new airlines for new routes based on the needs of business and leisure travelers (e.g. San Francisco, Ottawa, Montreal, New York, Sun Destinations). A new sun destination flight commenced in 2019-20 with new revenue of $45K.

**Strategic Alignment**

One of the Region’s 2019 – 2023 Strategic Plan strategic objective is to grow passenger air service and aviation related activities at the Region of Waterloo International Airport by implementing the Airport Master Plan. Changes may be viewed as contradicting this objective.

Regional Council approved a $375 million, 20 Year Airport Master Plan in 2017 to ensure that the airport can meet the travel needs of the Region’s growing community and respond to capacity challenges at Toronto Pearson International Airport. The Region is currently in Stage 1 of Master Plan implementation, which consists of completing studies and design assessments to prepare the airport to expand infrastructure. Construction is Stage 2 of the Master Plan, and will be triggered once air service expands, exceeding 250,000 annual passengers.

**Deep Dive Study / Public Consultation**

- 2021 - 2023

**Implementation**

- 2024 Budget

**EST TIMELINE OF SAVINGS**

- 3
## Opportunity #9
### Financial Management - Property Tax Rebates

<table>
<thead>
<tr>
<th>POSSIBLE SAVINGS ($,000s)</th>
<th>Up to $50</th>
</tr>
</thead>
</table>

### Opportunity Description

**Review the provision of charity tax rebates to non-mandated organizations**

As part of Financial Management Services, property tax rebates are given to eligible charities and similar organizations occupying commercial or industrial property. The policy goes beyond the mandated requirements and provides approximately $50,000 of the total $250,000 to non-mandated organizations.

There is an opportunity for the Region to re-assess whether to provide tax rebates to non-mandated organizations.

### Budget Impact ($,000s)

<table>
<thead>
<tr>
<th>Current Total Cost</th>
<th>$250</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Revenue</td>
<td>$0</td>
</tr>
<tr>
<td>Current Net Levy</td>
<td>$250</td>
</tr>
<tr>
<td>Est. Cost Savings</td>
<td>$50</td>
</tr>
<tr>
<td>Est. Revenue Increase</td>
<td>$0</td>
</tr>
<tr>
<td>Adjusted Net Levy</td>
<td>$200</td>
</tr>
<tr>
<td>Percentage of Savings</td>
<td>20%</td>
</tr>
<tr>
<td>Current FTE</td>
<td>0</td>
</tr>
</tbody>
</table>

Note – Other financial alternatives can be considered if Council determines to pursue this opportunity.

### Comparative Summary

No specific benchmarking data is available with regard to charity tax rebates.
Opportunity #9  
Financial Management - Property Tax Rebates

**Risk / Barriers**

**Reputation Risk & Service Delivery Risk:** The withdrawal of rebates may impact on the Region’s reputation, especially with regard to the non-mandated organizations that are receiving the rebates.

**Human Resource Considerations / Internal Impact**

The Region recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The Region will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity does not impact on current roles and job responsibilities, staffing levels and reporting structures.

**Strategic Alignment**

The opportunity does not directly impact any specific strategic objective in the Region’s 2019-2023 Strategic Plan.

**External Impact**

The service is external facing and changes to the services will have a direct impact on the non-mandated organizations who currently receive the rebates. Currently, a small number of organizations would be impacted.

---

**Public Consultation**  
2020

**Implementation**  
2021 Budget

**EST TIMELINE OF SAVINGS**
Opportunity #10
Emergency Medical Response - Public Access Defibrillators

POSSIBLE SAVINGS ($,000s)
Up to $90

EXTERNAL IMPACT
3

INTERNAL IMPACT
2

RISK
2

STRATEGIC ALIGNMENT
2

Department
Public Health & Emergency Services

Opportunity Type
Discretionary Service

Budget Impact ($,000s)
Current Total Cost $88
Current Revenue $0

Current Net Levy (A) $88
Est. Cost Savings (B) $88
Est. Revenue Increase $0

Adjusted Net Levy (A-B) $0
Percentage of Savings (B/A) 100%
Current FTE* 0

* No direct FTE budgeted in 2019

Note – Other financial alternatives can be considered if Council determines to pursue this opportunity

Opportunity Description
Devolve Public Access Defibrillators to non-profit organizations

- Paramedic Services works in conjunction with St. John Ambulance to administer the Public Access Defibrillation (PAD) program within the RoW. Currently there are 494 PADs placed within the region for the general public to access and use should someone suffer a cardiac arrest.
- Paramedic Services also launched a PAD loaner program for the general public in 2018 to use at large scale events upon request, at no charge to the event organizers.
- Given that it is a discretionary service, a review of the PAD services may present an opportunity to re-evaluate the Region’s approach to providing PAD while continuing its support in emergency medical response within the community.

Current Service Level

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Below Standard</th>
<th>At Standard</th>
<th>Above Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Access</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Defibrillators</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Comparative Summary
The are no specific benchmarks related to the provision of Public Access Defibrillators.
Opportunity #10
Emergency Medical Response - Public Access Defibrillators

Risk / Barriers

- **Reputational Risk & Service Delivery Risk**: Devolving, reducing or modifying this service may be perceived negatively by the public in terms of reducing the Region’s ability and support to emergency medical response.
- **Financial Risk**: Currently, no risk directly identified to pursuing this opportunity.

Human Resource Considerations / Internal Impact

The Region recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The Region will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity has minimal negative impact on current roles and job responsibilities, staffing levels and reporting structures.

Strategic Alignment

This opportunity does not have direct impact on the strategic objectives set out in the Region’s 2019 – 2023 Strategic Plan.

External Impact

The service is external facing and changes to the services will have a direct impact on the users. In 2018 the PAD program recorded five uses of a PAD in resuscitation efforts. Paramedic Services also launched a PAD loaner program for the general public in 2018. There are 4 PAD units available for use by the general public at large scale events upon request, at no charge to the event organizers. If this service is no longer provided by the Region and this reduces the service levels, the PAD program will be negatively impacted.

It is also noted that the Region’s funding supports a personnel position at St. John Ambulance. Changing the Region’s service delivery model may impact the funding approach for this position.

Public Consultation

- 2020

Implementation

- 2021 Budget

EST TIMELINE OF SAVINGS

1
Comparator Cost of Service Opportunities

Region of Waterloo
Service Review
Final Report
Opportunity #11
Housing & Homelessness System Management

POSSIBLE SAVINGS ($,000s)
$350 - $375

EXTERNAL IMPACT
3

INTERNAL IMPACT
3

RISK
2

STRATEGIC ALIGNMENT
3

Opportunity Description

Conduct a process review regarding the administration of Housing and Homelessness System Management Services

- As Service Manager designated by the Province, the Region is required to perform housing program planning, deliver services, distribute resources, and conduct quality assurance. The Region works with service providers to support people who are experiencing homelessness, at risk of homelessness, and low- to medium-income families to find and maintain appropriate housing and also ensures that there are a range of affordable housing options available in Waterloo Region.
- The Housing and Homelessness 10-Year Plan (2014 – 2024) identifies system-wide objectives, actions, and measurable targets to end homelessness and improve housing affordability and access. The Region’s Affordable Housing Strategy (2014-2019) is a short-term strategy that sets targets to address housing needs for low- to moderate-income households.
- Given the significant budget and staffing complement associated with housing and homelessness system management, there is an opportunity to review the processes to determine if there is an opportunity to remove costs from the system through automation and/or process improvement resulting in a 10% reduction in costs.

Current Service Level

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Below Standard</th>
<th>At Standard</th>
<th>Above Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service</td>
<td>Mandatory</td>
<td>Essential</td>
<td>Traditional</td>
</tr>
<tr>
<td>System</td>
<td>Housing</td>
<td>Administration</td>
<td>Other</td>
</tr>
<tr>
<td>Management</td>
<td>Wait List</td>
<td>Management</td>
<td>Management</td>
</tr>
</tbody>
</table>

Comparative Summary

The Region has the second highest cost per capita for Social Housing overall within the comparator group.
Opportunity #11
Housing & Homelessness System Management

Risk / Barriers

Service Delivery Risk: Strategic change management plans will need to be in place when introducing process changes to manage the risks of inadvertently reducing the number of housing units available for individuals and families, changes in priority level, or increased time on the wait list. Internal staff may be reluctant or slow to adopt any process changes.

Human Resource Considerations / Internal Impact

The Region recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The Region will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity has:

- Moderate negative impact on current roles and job responsibilities
- Moderate negative impact on current staffing levels
- Minimal negative impact on current reporting structure

Strategic Alignment

This opportunity does not support the Region’s 2019 – 2023 Strategic Plan where the Region will make affordable housing more available to individuals and families.

External Impact

The Region’s Affordable Housing Strategy has helped create 2,440 affordable housing units between 2002 and 2018. Greater operational efficiency could allow the Region to service more residents and better support community needs. However, if the savings are reinvested in the housing program, the net savings would be $0.

<table>
<thead>
<tr>
<th># Households on Waiting List</th>
<th># Pending Applications</th>
<th># Awaiting Assessment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,798</td>
<td>209</td>
<td>2,033</td>
<td>7,031</td>
</tr>
</tbody>
</table>

Deep Dive Study

- 2020 - 2022

Implementation

- 2023 Budget

EST TIMELINE OF SAVINGS
Opportunity #12
Library Services

POSSIBLE SAVINGS ($,000s)

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$300 - $350</td>
</tr>
</tbody>
</table>

EXTERNAL IMPACT

INTERNAL IMPACT

RISK

STRATEGIC ALIGNMENT

Department
Planning Development & Legislative Services

Opportunity Type
Comparator Cost of Service

Budget Impact ($,000s)

| Current Total Cost | $3,167 |
| Current Revenue    | $152  |
| Current Net Levy   | $3,015 |
| Est. Cost Savings  | $302  |
| Est. Revenue Increase | $0  |
| Adjusted Net Levy  | $2,713 |

Percentage of Savings 10%

Current FTE 32.7

Note – Other financial alternatives can be considered if Council determines to pursue this opportunity

Opportunity Description
Evaluate alternative service delivery approaches for Library Services

- The Region of Waterloo Library (RWL) provides library services to residents through ten branches as well as pop up locations in North Dumfries, Wellesley, Wilmot, and Woolwich. Book and electronic resources circulation, public programming and community outreach is coordinated centrally from Library Headquarters.

- Operating ten branches covering a large geographic area; RWL is more expensive to maintain than its city counterparts.

- Changing community needs have also presented challenges for RWL to adapt and meet new and emerging needs.

- Given the cost of service, there is an opportunity to review the business model for library services and explore alternative service delivery approaches that may also serve community needs.

- Typically, a review of alternative service delivery approaches would identify improvements that result in a 10% reduction in expenditures.

Comparative Summary
MBNC 2018 indicates RWL as having the highest cost per use for municipalities reporting this measure. However, it is noted that MBNC reflects large urban library systems serving highly populated and relatively urban areas.

When compared to other rural libraries in South Western Ontario (Huron County, Middlesex County, Oxford County and Wellington County) the Region is the third highest cost per use and the lowest cost per capita.
Opportunity #12
Library Services

Risk / Barriers

- **Reputational Risk & Service Delivery Risk:** Reducing or modifying library services may be perceived as misaligned with the Region’s strategic objectives and reduced support by the Region. The communities within the Region are opposed to reductions in library services.

- **Financial Risk:** The identified services include significant and diverse activities and there may be contractual agreements in place that may be negatively impacted should services be modified.

Human Resource Considerations / Internal Impact

The Region recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The Region will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity potentially may have moderate negative impact on current roles and job responsibilities, staffing levels and reporting structures.

Strategic Alignment

A strategic objective of the Region’s 2019-2023 Strategic Plan is to support the arts, culture and heritage sectors to enrich the lives of residents and attract visitors to Waterloo. Reducing or modifying library services may not align with this strategy, unless changes to the model create benefits that the current model does not provide. This will require a strong communication strategy and transparency to both external and internal stakeholders.

External Impact

The service is external facing and changes to the services will have a direct impact on the local communities and library users.

---

Deep Dive Study / Public Consultation

- 2020-2021

Implementation

- 2022 Budget

EST TIMELINE OF SAVINGS

1
Total Cost of Service Opportunities

Region of Waterloo
Service Review
Final Report
Opportunity #13
Financial Assistance Case Management - Client Intake & Financial Assistance Eligibility

### Possible Savings ($,000s)

<table>
<thead>
<tr>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>$100 - $150</td>
</tr>
</tbody>
</table>

### Opportunity Description

**Conduct a process review on Client Intake and Financial Assistance Eligibility services**

- In 2018 the operational costs of Ontario Works became 100% provincially funded; however, the cost of Administration remains a 50/50 cost share.
- Clients can apply over the phone, on-line or walk-in into an office to be seen in person by an Intake Worker. Intake Workers are located in all three of the Region’s Employment & Income Support offices and are responsible for answering the phone queue and assisting individuals regardless of where they live in the region.
- The unemployment rate for the Region of Waterloo in October 2019 was 5.5%.¹
- Given the budget and staffing complement associated with Client Intake and the determination of financial assistance eligibility, there is an opportunity to review the process to determine if there is an opportunity to remove costs from the system through automation and/or process improvement. The Province is in process updating the overall OW requirements and guidance.
- While typically automation and/or a process review will identify improvement that result in a 10% reduction in expenditures, the Region is required to use an legacy case management system owned by the Province.

¹ Source: [www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410029401](http://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410029401)

### Current Service Level

#### Below Standard | At Standard | Above Standard
| Service Type | | |
|--------------|--------------|
| Mandatory | | |
| Essential | Client Intake & Financial Assistance Eligibility |
| Traditional | | |
| Other | | |
| Discretionary | | |

### Comparative Summary

The Region’s Social Assistance Response Time to Client Eligibility (Days) is 5 days, The average for the comparator group is 7.1 days.

Source: [2018 MBNCanada Performance Measurement Report](#)

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Opportunity #13
Financial Assistance Case Management – Client Intake & Financial Assistance Eligibility

Risk / Barriers

- **Service Delivery Risk** – Internal staff and/or clients may be reluctant to adapt to changes in the client intake process and how financial assistance eligibility is administered. In addition, there is a provincial requirement that a municipality not exceed a four day window from application to first appointment.

- **Financial Risk** – The identified services include significant and diverse activities and there may be contractual agreements in place that may be negatively impacted should services be modified.

Human Resource Considerations / Internal Impact

The Region recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The Region will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity has:

- Moderate negative impact on current roles and job responsibilities
- Moderate negative impact on current staffing levels
- Minimal negative impact on current reporting structure

Strategic Alignment

- This opportunity supports the Region’s strategic objective of developing the capacity and systems to collect and report on demographic data to enhance equity in Region of Waterloo services to better meet the needs of the community.

External Impact

The service is external facing and changes to the services will have a direct impact on users. Further analysis is needed to assess how the opportunity impacts the Region’s operations and processes for client intake and financial assistance eligibility services.

The Province is currently reviewing its legacy case management system and is piloting a new application called “My Benefits”. Any process review would have to consider the provincial changes to Ontario Works administration.

2019 year-to-date data: 947 walk-ins, 1,786 online applications, and 11,901 calls.

Operational Review  Recommendations Assessment  Implementation

2020-2021  2022-2023  2024-2025 Budget

EST TIMELINE OF SAVINGS

3
Opportunity #14
Child Care Management - Funding Administration

POSSIBLE SAVINGS ($,000s)

$450 - $475

EXTERNAL IMPACT

INTERNAL IMPACT

RISK

STRATEGIC ALIGNMENT

Department
Community Services

Opportunity Type
Total Cost of Service

Budget Impact ($,000s)
Current Total Cost $34,439
Current Revenue $29,961
Current Net Levy (A) $4,478
Est. Cost Savings (B) $448
Est. Revenue Increase $0
Adjusted Net Levy (A-B) $4,030

Percentage of Savings (B/A) 10%
Current FTE 5.4

Note – Other financial alternatives can be considered if Council determines to pursue this opportunity

Opportunity Description

Review the funding model for Child Care Management Funding Administration Services

- This service funds local agencies to provide licensed early learning and child care services, support services for children with special needs in licensed child care, and EarlyON Child and Family Centres.
- There has been significant growth in system and funding management responsibilities since 2015. New system management responsibilities for the CMSM include: all child and family programs (e.g., EarlyON), child care expansion funding, and home child care base funding. Provincial funding has increased by 42% ($18.9M) since 2015.
- Significant changes to the provincial funding formula and cost-sharing requirements are expected starting in 2020. These changes will place increased pressure on the child care system.
- Given the significant budget and staffing complement associated with Child Care Management and the administration of funding, there is an opportunity to review the process to determine if there is an opportunity to remove costs from the system through automation and/or process improvement.

Current Service Level

Below Standard | At Standard | Above Standard

Service Type
- Mandatory
- Essential
- Traditional
- Other Discretionary

Comparative Summary

- The Region’s net child care cost per capita is consistent with the comparator group.

Expenditure for Child Care per capita
(Source: 2018 FIR reports)
Opportunity #14
Child Care Management - Funding Administration

**Risk / Barriers**

- **Service Delivery Risk:** Changes to the funding model may have an impact on the quality and accessibility of child care services offered by child care operators.
- **Financial Risk:** The Region needs to proactively plan for changes in the provincial funding for Child Care Management to manage and mitigate additional financial pressure to the Region to fund child care services.

**Human Resource Considerations / Internal Impact**

The Region recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The Region will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity has:

- Minimal negative impact on current roles and job responsibilities
- Minimal negative impact on current staffing levels
- Minimal negative impact on current reporting structure

**Strategic Alignment**

- This opportunity is aligned with the Region’s 2019 – 2023 Strategic Plan where the Region will develop and implement a new child care and early learning service system plan with clear priorities and actions for improving inclusion, access, affordability and quality of licensed child care across Waterloo Region.
- A new funding approach is already planned for 2020 which will align with the Region’s child care growth plan. Accordingly, this opportunity aligns with the Region’s planned effort for 2020.

**External Impact**

Changes to the funding model may have a region-wide impact of the child care system. Further analysis is needed to assess the impact to families and communities.

The current level of levy funding has already been factored into the Region’s response to the Child Care funding cuts that the Province will implement in 2021; any changes will require that the plan be redrafted.

**Deep Dive Study**

- 2020

**Implementation**

- 2021 Budget

**EST TIMELINE OF SAVINGS**

1
Opportunity #15
Waterloo Regional Housing - Maintenance & Asset Management

POSSIBLE SAVINGS ($,000s)

$2,500 - $3,000

EXTERNAL IMPACT

INTERNAL IMPACT

RISK

STRATEGIC ALIGNMENT

Department
Community Services

Opportunity Type
Total Cost of Service

Budget Impact ($,000s)

Adjusted Total Cost* $26,792
Current Revenue $0
Current Net Levy (A) $26,792
Est. Cost Savings (B) $2,679
Est. Revenue Increase $0
Adjusted Net Levy (A-B) $24,113

Percentage of Savings (B/A) 10%
Current FTE* 32.6

Note * - Adjusted allocation of cost to WRH from Facilities Management, including personnel dedicated to public housing. Note – Other financial alternatives can be considered if Council determines to pursue this opportunity

Opportunity Description

Explore the Region’s service delivery model (in-house, outsourcing or a mix) to further enhance operational efficiencies in the maintenance of Waterloo Regional Housing assets

Waterloo Regional Housing (WRH) provides housing to approximately 12,000 individuals, including families, seniors, and couples/single adults. This includes 2,722 units in a variety of housing forms (e.g., townhouses, apartments, single, semi-detached dwellings) over 65 sites across Waterloo Region.

• Corporate Services – Facilities Management oversees building maintenance, capital planning and lifecycle improvements, respond to tenant maintenance requests, and create purchase orders for needed work. In addition, WRH staff provide the front end connection with tenants.

• There is an opportunity to explore the Region’s service delivery model (in-house, outsourcing, or a mix) to further enhance operational efficiencies. Other levels of government have outsourced the management of its facilities and have achieved significant cost savings.

Current Service Level

Below Standard At Standard Above Standard

Service Type
Mandatory
Essential
Traditional
Other
Discretionary

Maintenance & Asset Mgmt

Comparative Summary

Currently, there is no benchmarking data readily available for municipal-owned social housing assets in terms of facility maintenance and management activities.

Disruption Gauge
Opportunity #15
Waterloo Regional Housing – Maintenance & Asset Management

**Risk / Barriers**

- **Service Delivery Risk:** Outsourcing Services should not adversely impact the Region’s reputation. It may introduce disruption to the way how the Region manages facilities, therefore, service level standards and service costs should be clearly defined and managed through contract negotiation and vendor management process.

- **Financial Risk:** The identified services include significant and diverse activities and there may be contractual agreements in place that may be negatively impacted should services be modified.

**Human Resource Considerations / Internal Impact**

The Region recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The Region will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity has:

- Significant negative impact on current roles and job responsibilities
- Significant negative impact on current staffing levels
- Significant negative impact on current reporting structure

**Strategic Alignment**

This opportunity supports the Region’s 2019 – 2023 Strategic Plan where the Region will make affordable housing more available to individuals and families.

**External Impact**

Outsourcing may not have significant impact to external clients if appropriate quality control and vendor management procedures are executed. However, working with and around vulnerable populations requires specific understanding and empathy skills that may not be present in outsourced staff, which could lead to an increase in tenant escalations and at risk tenancies.

**Deep Dive Study**  
2020 - 2023

**Implementation**  
2024 Budget
Opportunity #16
Facilities Management Services

POSSIBLE SAVINGS ($,000s)

$3,700 - $5,600

EXTERNAL IMPACT

INTERNAL IMPACT

RISK

STRATEGIC ALIGNMENT

Opportunity Description

Explore the Region’s service delivery model (in-house, outsourcing or a mix) to further enhance operational efficiencies in the maintenance and management of Regional buildings and properties

Facility Management is responsible for over 800 buildings (6.9 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. Services that require specialists, equipment or 3rd party certification are already contracted out.

- There is an opportunity to explore the Region’s service delivery model (in-house, outsourcing, or a mix) to further enhance operational efficiencies.
- Other levels of government have outsourced the management of its facilities and have achieved significant cost savings. This approach helped ensure that delivery models and service level standards are applied consistently and create efficiency in assigning resources across all facilities. In addition, the private sector has expertise and specialized systems that may be costly to obtain and maintain by government entities.
- Through supply chain management, energy monitoring, service level definition and strong maintenance practices municipalities can reduce 10% - 15% of their facility spend through outsourcing.

Current Service Level

Service Type

- Mandatory
- Construction Project Management
- Utilities & Energy Engineering
- Facility Planning
- Essential
- Traditional
- Other Discretionary
- Below Standard
- At Standard
- Above Standard

Comparative Summary

According to the 2018 MBNCanada Performance report the Region’s Total Cost of Facility Operations for Headquarter Building per Square Foot is $8.83 well below the average for the comparator group of $17.

Although the Region’s cost per square foot is below the average for the comparator group, there is an opportunity for further efficiencies by exploring an increased outsourcing model.
Opportunity #16
Facilities Management Services

---

**Risk / Barriers**

- **Reputational Risk & Service Delivery Risk**: Outsourcing services should not adversely impact the Region’s reputation. It may introduce disruption to the way how the Region manages facilities, therefore, service level standards and service costs should be clearly defined and managed through contract negotiation and vendor management process.

- **Financial Risk**: The identified services include significant and diverse activities and there may be contractual agreements in place that may be negatively impacted should services be modified.

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**Human Resource Considerations / Internal Impact**

The Region recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The Region will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity potentially may have a significant negative impact on current roles and job responsibilities, staffing levels and reporting structures.

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**Strategic Alignment**

Facilities Management Services are not directly addressed in the Region’s 2019 – 2023 Strategic Plan; it may impact strategic initiatives indirectly, ensuring that facilities are available to support other programs and services.

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**External Impact**

Facilities Management Services impact clients who utilize or occupy the facilities. Changes to the service delivery approach should not impact the quality of services received by facility users if proper change management procedures are implemented.

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**Deep Dive Study of Alt. Service Models & Implementation**

- **Deep Dive Study of Alt. Service Models**: 2020-2023
- **Implementation**: 2024 Budget

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**EST TIMELINE OF SAVINGS**

3
Opportunity #17
Creative Multimedia Services (CMS) - Graphic Design/Multimedia, Video, Printing

POSSIBLE SAVINGS ($,000s)
$100 - $150

Department
Planning Development & Legislative Services

Opportunity Type
Total Cost of Service

Budget Impact ($,000s)
Current Total Cost $1,556
Current Revenue $1,189
Current Net Levy (A) $367
Est. Cost Savings * $156
Est. Revenue Increase $0
Adjusted Net Levy A X (100%-B) $330

Percentage of Savings (B) 10%
Current FTE 10
Note * - 10% of Current Total Cost.
Note - Other financial alternatives can be considered if Council determines to pursue this opportunity.

Opportunity Description
Review the potential to outsource graphic design, printing and videography services

Graphic design, printing and videography services are delivered through a partially decentralized model by CMS and other service areas, such as GRT/ION and Waste Management.

- Additional CMS responsibilities include managing the contract for all Regionally procured printers (including vendor and inventory/consumables management) and overseeing the Regional Digital Asset Management program that is considered an essential part of the Region’s data security risk management efforts.
- Given the cost of service, an opportunity exists to explore alternative service delivery approaches for graphic design, printing and videography services.
- Typically, reviews of service delivery approaches would identify improvements that result in a 10% reduction in expenditures.
- It should be noted that the current CMS budget does not include graphic design, printing and videography costs incurred by other service areas, such as GRT/ION and Waste Management. Costs from these service areas should be included in any deep dive analysis should Council determine to pursue this opportunity.

Current Service Level

Service Type
Below Standard At Standard Above Standard

Mandatory
Graphic Design/Multimedia, Video and Printing

Other Discretionary

Comparative Summary
- No benchmarking measures exist.
- Creative Multimedia Services currently recovers approximately 75% of its service expenditures through internal chargebacks between departments.
Opportunity #17
Creative Multimedia Services (CMS) - Graphic Design/ Multimedia, Video, Printing

**Risk / Barriers**

- **Reputational Risk & Service Delivery Risk:** Outsourcing graphic design, printing and videography would not impact on the Region’s reputation or service delivery as long as the clear service level expectations are established and maintained with third party service providers. However, it also presents a challenge for achieving AODA standards with respect to video closed captioning, website and document requirements. External providers generally do not meet the AODA standards required by government bodies. Data security is also a risk in terms of digital asset management.

- **Financial Risk:** There could be unforeseen or hidden costs in a outsourcing model.

**Human Resource Considerations / Internal Impact**

The Region recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The Region will put strategies in place to assess and manage the impact on staff before pursuing any opportunity. Outsourcing or changing the service delivery approach will have a significant impact on current roles and job responsibilities, staffing levels and reporting structures.

**External Impact**

The primary client groups are Councillors, other Regional departments and affiliated boards. Changing service delivery approach will have an impact on Councillors that still require print pages with immediate turn around; clients such as police who rely upon confidential printing of crown briefs; and any client group with rush printing. Public Health & Emergency Services is one of the largest internal customers for CMS.

In addition, accessibility legislative requirements are often not easily achieved by external parties.

**Strategic Alignment**

Creative Multimedia Services supports other Regional departments and service areas in achieving their goals and objectives.

In addition, CMS is part of the Region’s overall communication strategy where specific design standards are developed for clients to promote the Region’s brand.

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**Deep Dive Study / Public Consultation**

- 2020-2022

**Implementation**

- 2023-2024 Budget

**EST TIMELINE OF SAVINGS**

- 2
Opportunity #18
Fleet Management

POSSIBLE SAVINGS ($,000s)
$500 - $600

EXTERNAL IMPACT
INTERNAL IMPACT
RISK
STRATEGIC ALIGNMENT

Department
Corporate Services

Opportunity Type
Total Cost of Service

Budget Impact ($,000s)
Current Total Cost (A) $4,990
Est. Cost Savings (A)(B) $499
Est. Revenue Increase $0
Adjusted Net Levy N/A
Percentage of Savings (B) 10%
Current FTE 17

Note – Other financial alternatives can be considered if Council determines to pursue this opportunity

Opportunity Description

Conduct Regional Fleet Utilization Study

Fleet Management Services covers management and maintenance support services for over 900 vehicles and mobile equipment in the Region’s corporate fleet, including ambulances and police vehicles.

The maintenance of a wide variety of fleet vehicles and equipment is a complex area due to a variety of replacement needs.

Given the total cost of service for the Region’s fleet, a Fleet Utilization study would assist the Region in better understanding its current operations, improve asset management practices, and enhance planning for short-term and long-term financing needs. It also can help understand the current utilization, develop standards for right-sizing the fleet and for future vehicle selection, and leverage possible efficiencies from “green” vehicles and shared economy business models.

Studies on Fleet Utilization typically will identify improvements that result in a 10% reduction in expenditures.

Current Service Level

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Below Standard</th>
<th>At Standard</th>
<th>Above Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle &amp; Equipment Service &amp; Maintenance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fleet Planning</td>
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</tbody>
</table>

Comparative Summary

The 2018 MBNC noted that the Region’s in-house shop rate for vehicle maintenance and repairs was $102.59, below the average for the comparator group of $104.36.
# Opportunity #18
## Fleet Management

### Risk / Barriers

Conducting a Regional Fleet Utilization Study is not anticipated to impose immediate risk barriers.

### Strategic Alignment

A study looking at fleet management which identifies and leverages possible efficiencies from "green" vehicles and shared economy business models, will support the Region’s 2019 – 2023 Strategic Plan strategic objective of reducing greenhouse gas emissions.

### Human Resource Considerations / Internal Impact

The Region recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The Region will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity would have a neutral impact on current roles and job responsibilities, staffing levels and reporting structure.

### External Impact

All services and sub-services for Fleet Management Services are internal services and will not have an external impact.

### Deep Dive Study and Implementation Timeline

<table>
<thead>
<tr>
<th>Deep Dive Study</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>2021 Budget</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EST TIMELINE OF SAVINGS</th>
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</table>
## Opportunity #19
### Specialized Public Transit - Mobility Plus Operations

| POSSIBLE SAVINGS ($,000s) | $800 - $900 |

### Department
Transportation & Environmental Services

### Opportunity Type
Total Cost of Service

### Budget Impact ($,000s)
- Current Total Cost: $10,139
- Current Revenue: $1,555
- **Current Net Levy (A)**: $8,584
- Est. Cost Savings (B): $858
- Est. Revenue Increase: $0
- **Adjusted Net Levy (A-B)**: $7,726
- Percentage of Savings (B/A): 10%
- Current FTE: 58.0

Note – Other financial alternatives can be considered if Council determines to pursue this opportunity

### Opportunity Description
**Review Mobility Plus Operations**

- Specialized transit is an accessible door to door service which is provided by MobilityPLUS (MP) in North Dumfries and the Cities and by contract with Kiwanis Transit for the Townships of Wellesley, Wilmot and Woolwich. All customers need to meet an eligibility criteria.
- Coordinates and provides the delivery of MobilityPLUS services in Waterloo Region. MP Operations is responsible for the safe, customer focused and reliable delivery of specialized transit services, with 34 MP buses or by contract with local taxis or Kiwanis Transit.
- Mobility Plus Operations compromises 84% of the total costs of Specialized Transit and a review may identify additional process improvements and efficiencies within this area.
- Typically, a process review will identify improvements that result in a 10% reduction in expenditures.

### Current Service Level

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Below Standard</th>
<th>At Standard</th>
<th>Above Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobility Plus Operations</td>
<td>Mandatory</td>
<td>Essential</td>
<td>Traditional</td>
</tr>
<tr>
<td>Other Discretionary</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Comparative Summary
No specific benchmarking information relating to the Mobility Plus Operations. In 2018, MobilityPLUS Operations preventable collision rate was 0.71 preventable collisions per 100,000 km

### RISK

- 3

### STRATEGIC ALIGNMENT

- 3
Opportunity #19
Specialized Public Transit - Mobility Plus Operations

**Risk / Barriers**

- **Reputational Risk & Service Delivery Risk:** Modifying operational processes or service delivery approach may be perceived negatively by internal staff and clients that need specialized transit support.

- **Financial Risk:** The identified services include significant and diverse activities and there may be contractual agreements in place that may be negatively impacted should services be modified.

**Human Resource Considerations / Internal Impact**

The Region recognizes its responsibilities and obligations under the Employment Standards Act, the Ontario Labour Relations Act and Collective Agreements. The Region will put strategies in place to assess and manage the impact on staff before pursuing any opportunity.

This opportunity potentially may have a moderate negative impact on current roles and job responsibilities, staffing levels and reporting structures.

**Strategic Alignment**

One of the Region’s 2019 – 2023 strategic objective is to enhance the transit system to increase ridership and ensure it is accessible and appealing to the public. This opportunity does not support this overall strategic objective.

**External Impact**

The service is external facing and changes to the services may have a direct impact on service users.

**Operational Review / Public Consultation**

- 2020 - 2021

**Implementation**

- 2022 Budget
Other Opportunities for Council’s Consideration

Region of Waterloo Service Review Final Report
Other Opportunities for Council’s Consideration

The following is a summary of additional opportunities that were identified but did not make the Top 19 Opportunities list:

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Opportunity Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Grants to Others</strong> – The Region provides funding support to community groups or external organizations. These grants are considered a discretionary service. The following three opportunities address the reduction or elimination of Regional grants.</td>
<td></td>
</tr>
<tr>
<td>Reduce or Eliminate Economic Development Grants</td>
<td>The Region of Waterloo offers a number of grant programs that support entrepreneurship, small business, tourism and economic development. A total of $1,357,000 was budgeted for 2019.</td>
</tr>
<tr>
<td>Reduce or Eliminate Public Art and Grants to the Arts Community</td>
<td>Public Art commissions and arranges the display of public art for Regional properties; develops and promotes opportunities for artistic expression and audience development by encouraging access to the arts for all. A total of $158,000 was budgeted for 2019. Grants to the Arts Community supports cultural funding to ensure a vibrant, inclusive and attractive community; provides a balance of funding to both Regional pillar organizations and emerging artists. A total of $1,350,000 was budgeted for 2019.</td>
</tr>
<tr>
<td>Reduce or Eliminate Waterloo Region Heritage Foundation Funding</td>
<td>The Waterloo Region Heritage Foundation offers funding for investment in heritage related endeavours. Grant funding to the Waterloo Region Heritage Foundation of $106,200 in 2019 was at Council discretion.</td>
</tr>
<tr>
<td><strong>Leading Practice Workshops</strong> – Municipalities and other public sector organizations are increasingly using Artificial Intelligence to assist in the delivery of municipal services. Additionally, the environmental footprint is becoming a significant priority for local government. The following opportunities may not necessarily generate cost savings, but are considered important long-term investments for the Region. We recommend the Region to conduct workshops to explore these opportunities.</td>
<td></td>
</tr>
<tr>
<td>Develop Hybrid Vehicle / Electric Vehicle Strategy for GRT Fleet (Conventional and Specialized)</td>
<td>It is now a growing trend for municipalities to consider Hybrid Vehicles / Electric Vehicles as part of their life cycle planning of fleet asset.</td>
</tr>
<tr>
<td>Develop Hybrid Vehicle / Electric Vehicle Strategy for Regional Fleet</td>
<td>It is now a growing trend for municipalities to consider Hybrid Vehicles / Electric Vehicles as part of their life cycle planning of fleet asset.</td>
</tr>
<tr>
<td>Replace road patrol with Artificial Intelligence (AI) sensors on Regional fleet</td>
<td>Explore the use of AI sensors on Regional fleet to collect real-time data of road conditions, and reduce the operational procedures of road patrol.</td>
</tr>
<tr>
<td>Review or consolidate bus routes using AI</td>
<td>Explore the use of AI to assist in analyzing and mapping ridership data to plan bus routes that better service the community.</td>
</tr>
<tr>
<td>Evaluate business case for Region-wide 3-1-1 Call Centre</td>
<td>Across Waterloo Region (both upper and lower tier), each municipality has their own customer response system and service delivery approach. There is an opportunity to explore the business case to develop a Region-wide 3-1-1 call centre.</td>
</tr>
</tbody>
</table>
Grants to Others

The following is a summary of organizations receiving discretionary grants from the Region:

<table>
<thead>
<tr>
<th>Associated Agency / Recipient</th>
<th>2019 Budget (in $,000s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waterloo Region Economic Development Corporation</td>
<td>$900</td>
</tr>
<tr>
<td>Waterloo Region Tourism &amp; Marketing Corporation</td>
<td>$300</td>
</tr>
<tr>
<td>Communitech</td>
<td>$35</td>
</tr>
<tr>
<td>Waterloo Regional Heritage Foundation</td>
<td>$106</td>
</tr>
<tr>
<td>Region of Waterloo Arts Fund</td>
<td>$393</td>
</tr>
<tr>
<td>Waterloo Region Crime Prevention Council</td>
<td>$711</td>
</tr>
<tr>
<td>Immigration Partnership Council</td>
<td>$50</td>
</tr>
<tr>
<td>THE MUSEUM</td>
<td>$386</td>
</tr>
<tr>
<td>Grand Philharmonic Choir</td>
<td>$32</td>
</tr>
<tr>
<td>Kitchener Waterloo Symphony</td>
<td>$386</td>
</tr>
<tr>
<td>Oktoberfest</td>
<td>$65</td>
</tr>
<tr>
<td>Cambridge Highland Games</td>
<td>$10</td>
</tr>
<tr>
<td>Community Innovation Grant</td>
<td>$50</td>
</tr>
<tr>
<td>Waterloo Region 4-H Association</td>
<td>$3</td>
</tr>
<tr>
<td>Leadership Waterloo Region</td>
<td>$40</td>
</tr>
<tr>
<td>Business Education Partnership of Waterloo Region</td>
<td>$8</td>
</tr>
<tr>
<td>Junior Achievement of Waterloo Region</td>
<td>$22</td>
</tr>
<tr>
<td>Waterloo Region Small Business Centre</td>
<td>$50</td>
</tr>
</tbody>
</table>
Conclusion & Next Steps

Region of Waterloo
Service Review
Final Report
Conclusion & Next Steps

Summary of Findings

This KPMG report identifies nineteen opportunities for the Region’s consideration involving services that are either discretionary or require a comparatively higher cost of service delivery or represent a proportionally significant spend that can materially impact the financial position of the Region. The purpose of these 19 opportunities is to highlight areas for further pursuit or study. This later phase of work will inform and support subsequent Regional budgets starting in 2021.

Based on our review of the Region’s services and the benchmarking of the Region of Waterloo against its comparators, the Region is a high performing organization exhibiting characteristics of good governance and innovative service delivery. The Region’s work with public housing, new immigrants and other social support services involving the broader regional community is an example of leading practice for other Ontario municipalities. Similarly, the Region’s investment in the Region of Waterloo International Airport is an innovative approach to building the necessary infrastructure to ensure the long-term economic sustainability of the Waterloo region. Lastly, the management and delivery of child care services is unique to the Region and reflects the commitment of its elected leaders to support all its citizens regardless of age, income or background.

It is broadly understood that the provincial government’s support for municipalities is going to change over the next several years and municipalities will increasingly have access to fewer provincial grant dollars. Regional Council anticipating this significant change in the provincial relationship retained KPMG to identify creative and innovative solutions that are realistic and practical for implementation to achieve greater efficiency, effectiveness and cost savings in service delivery. It is necessary to indicate, however, that there is minimal low impact high return opportunities to offer Council as easy wins for cost savings or more efficient or effective service delivery. For the most part, the low impact high return opportunities have been either picked through over the past several years or is currently being harvested. The majority of opportunities are transformational or at odds with the traditional strategic direction of the Region and will require additional analysis. This is particularly true if the opportunity involves the monetization of capital assets.
Appendix A
Service Profiles

Region of Waterloo
Service Review
Final Report
kpmg.ca

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