

THE REGIONAL MUNICIPALITY OF NIAGARA

CORPORATE SERVICES COMMITTEE

REPORT 14-2009

Minutes of a meeting of the Corporate Services Committee held in Committee Room 4, Regional Municipal Building, 2201 St. David's Rd., Thorold, Ontario, on Wednesday, November 4, 2009 commencing at 9:10 a.m.

ATTENDANCE

Committee: Councillors Martin, Co-Chair; Augustyn, Co-Chair; Partington, Regional Chair; Badawey; Bentley; Burroughs; Casselman; D'Angela; Garcia, Henderson; Puttick.

Staff: Mr. Trojan, Chief Administrative Officer; Mr. Bergsma, Commissioner, Corporate Services; Mr. Bain, Regional Clerk; Ms. Reilly, Legislative Assistant.

Staff

Others: Corporate Services: Ms. Brens, Tangible Capital Assets Management; Mr. Diakow, Director, IT Solutions; Ms. Elliott, Director, Human Resources; Mr. Kyne, Director, Legal Services; Ms. Learn, Director, Employee Service Centre; Mr. Lockyer, Treasurer/Director, Financial Management & Planning; Ms. Murphy, Associate Director, Current & Capital Budgets; Mr. Pilon, Associate Director, Service Quality & Improvement; Ms. Rae, Legal Counsel; Ms. Stranges, Capital Assets Analyst.
Administration: Mr. Roberts, Executive Officer to the Regional Chair; Mr. Weir, Director, Administration.
Public Health: Mr. Kaas, Financial Services Manager, P.H.
Public Works: Mr. Cousins, Director, Transportation Services.

Others: Ms. Beckwith, General Manager, Niagara Regional Housing; Mr. D. Berger, Western Management.

PRESENTATIONS

252. 2010 Corporate Services Capital Budget

Ms. Murphy, Associate Director, Current and Capital Budgets, provided an overview of the 2010 Capital Budget and Operating Budget Pressures. A draft 2010 Capital Budget was presented to the Budget Review Committee of the Whole (BRCOTW) on October 15, 2009 and Standing Committees will review the budgets on November 3rd and 4th with a BRCOTW meeting scheduled for November 5th to seek approval of the 2010

Capital Budget. Ms. Murphy highlighted the benefits for early approval of the Capital Budget.

The 2010 Capital Budget as presented to the BRCOTW indicates total available financing of \$117,927,946. The financing is to be deferred for the Police Long Term Accommodations (\$14,396,000) which leaves a Capital Shortfall of \$8,538,169.

Ms. Murphy also highlighted the criteria and filters used for prioritizing Capital Projects.

253. 2010 Corporate Services Capital Budget

Ms. Murphy presented the 2010 Corporate Services Capital Budget. The Capital Budget is made up of two components – Technology in the amount of \$4,250,000 and Facilities in the amount of \$4,400,000. A chart was also provided depicting the five year history of IT Solutions and Facilities Capital spending.

254. 2010 Corporate Services Operating Budget

Ms. Murphy provided an overview of the 2010 Corporate Services Operating Budget which was prepared taking into consideration the following:

- Supporting departmental strategy – TB²DSOWCB
- Driving out non-value processes – reinforcing and strengthening the department's capacity to serve its customers
- Proving savings/revenue generator
- Last two years, undertaken projects that have led to over \$1.8M in savings or new revenue
- Additional \$9M/annual revenue to come in as a result of development charge work

Ms. Murphy highlighted the budget pressures and mitigation efforts for the six divisions within the Department (IT Solutions; Facilities; Financial Management & Planning; Legal Services; Employee Service Centre/HR Services; and Administration).

Moved by Councillor Burroughs
Seconded by Councillor Augustyn

That the presentations by Ms. Murphy, Associate Director, Current and Capital Budgets, regarding the 2010 Corporate Services Capital Budget and Operating Pressures; 2010 Corporate Services Capital Budget and 2010 Corporate Services Operating Budget (Pressures/Mitigation Efforts), be received.

Carried.

(Refer to Councillor Information Requests.)

(Copies of Ms. Murphy's presentations on the 2010 Corporate Services Capital Budget and Operating Pressures; 2010 Corporate Services Capital Budget and 2010 Corporate Services Operating Budget (Pressures/Mitigation Efforts) are attached to the minutes.)

255. 2010 Operating Budget Administration

Mr. Weir, Director of Administration, provided an overview of the 2010 Operating Budget for Administration, noting that there is no Capital component to Administration's Budget. Administration is comprised of: Office of the Regional Chair; Members of Council; and the Office of the Chief Administrative Officer.

The primary activity of Administration is to:

- Provide overall governance of Regional Municipality
- Council's Chief Executive Officer and Primary Representative
- Focal point liaison between Council and Corporation
- Strategic Management of Corporation and Implementation of Council Direction

Mr. Weir highlighted some of the major initiatives within the Corporation.

It was noted that the Administration Budget is three separate but intrinsically linked sections with their own budgets which are largely salary driven with little flexibility for mitigation of other direct operating expenses.

The Administration Budget represents a 2.2% increase which includes Council's salaries and benefits which are driven by a formula developed in accordance with the recommendation from the ad hoc citizens committee which was approved by Regional Council at its meeting of January 22, 2004. Mitigation is through focused reduction in specialist support and other general office expenses.

The Administration Budget represents 0.28% of the overall 2010 Regional Budget.

Moved by Councillor Bentley
Seconded by Councillor Garcias

That the presentation by Mr. Weir, Director of Administration, regarding the 2010 Administration Budget, be received.

Carried.

(Refer to Councillor Information Requests.)

(A copy of Mr. Weir's presentation on the 2010 Administration Budget is attached to the CSC minutes.)

256. Corporate Services Strategy

Mr. Bergsma, Commissioner, Corporate Services, provided a presentation on the Restructured Facilities Organization. Mr. Bergsma highlighted the Corporate Services Strategy which was developed through several retreats of senior management teams taking into consideration the goals set out in Council's Business Plan.

The Commissioner noted that the proposed restructuring of the facilities and properties function follows the corporate strategy, better service to our customer, more responsive, and within established budget.

Mr. Bergsma advised that in looking at the future direction of facilities, a report was written by the Manager, Facilities Management proposing some changes. This report was reviewed by Mr. David Berger, Western Management Consultants, who supported the recommendations of the report. The recommendations were highlighted as follows:

- Manage facility asset lifecycle within one division under a new Director, including:
 - New Facilities Planning function
 - Facilities Engineering including Project Management
 - Energy Management
 - Properties and Surveys
 - Facilities Maintenance
- Increase cooperation and coordination with other Niagara Region Facility Managers within lines of business.
- Develop long-term strategic facilities management capacity – including a strategic planning function.

Mr. Bergsma highlighted the proposal's cost and benefits and projected success factors.

Moved by Councillor Martin
Seconded by Regional Chair Partington

That the presentation by Mr. Bergsma, Commissioner, Corporate Services, regarding the Restructured Facilities Organization and Communication CSC 41-2009, being a memorandum from Bob Diakow, Director, IT Solutions (November 3, 2009) respecting Information Requested re: CSD 137-2009 – A Restructured Facilities Organization, be received.

Carried.

(A copy of Mr. Bergsma's presentation on the Restructured Facilities Organization, is attached to the CSC minutes.)

ITEMS FOR CONSIDERATION

257. **A Restructured Facilities Organization**
CSD 137-2009

Moved by Councillor Martin
Seconded by Regional Chair Partington

That Report CSD 137-2009, October 14, 2009, respecting A Restructured Facilities Organization, be received and the following recommendations be approved:

- (i) Manage facility asset lifecycle within one division under a new Director, including:
 - New Facilities Planning function

- Facilities Engineering including Project Management
 - Energy Management
 - Properties and Surveys
 - Facilities Maintenance
- (ii) Increase cooperation and coordination with other Niagara Region Facility Managers within lines of business.
- (iii) Develop long-term strategic facilities management capacity – including a strategic planning function.

Carried.

258. 2009 Capital Budget Addition & Initiation
To the Niagara Regional Housing Capital Program
CSD 154-2009

Moved by Councillor Martin
Seconded by Councillor D'Angela

That Report CSD 154-2009, November 3, 2009, respecting 2009 Capital Budget Addition & Initiation to the Niagara Regional Housing Capital Program, be received.

That approval be given to increase the 2009 gross capital budget to include the Social Housing Renovation and Retrofit Program (SHRRP) in the amount of \$2,619,244 with 100% funding shared equally between the Provincial and Federal Governments;

That the project be initiated with budget allocations of external financing in the amount of \$1,309,622, both Provincial and Federal.

That the Regional Clerk be directed to ensure that the appropriate bylaw(s) are prepared for presentation to Regional Council.

Carried.

TILE DRAINAGE

259. Moved by Councillor Bentley
Seconded by Councillor Burroughs

WHEREAS By-law No. 5988-90 authorizes The Regional Municipality of Niagara to borrow an amount not exceeding \$4,657,000 and to issue debentures therefore, payable to the Treasurer of Ontario pursuant to The Tile Drainage Act, 1971, upon application of an area municipality from time to time.

BE IT RESOLVED THEREFORE THAT a special annual rate over and above all other rates, sufficient for the payment of the principal and interest of the amount of the debenture in Schedule A be levied to the Town of Niagara-on-the-Lake.

<u>Area Municipality</u>	<u>Amount</u>
Town of Niagara-on-the-Lake	\$7,300.00
TOTAL SUM TO BE LOANED	\$7,300.00

Carried.

260. TSSC 213-2009

Moved by Councillor Henderson
Seconded by Councillor Bentley

That Transportation Strategy Steering Committee Communication TSSC 213-2009, being a letter from R. Bruce Smith, Secretary-Treasurer, Niagara Central Airport Commission (September 15, 2009) and presentation from Cecil E. Vincent, Municipal Accounting Services regarding Niagara Central Airport Commission Application for Funding, be received and referred to Report CSD 156-2009/PWA 110-2009.

Carried.

261. Capital Funding Request from Niagara Central Airport
CSD 156-2009 (PWA 110-2009)

Moved by Councillor Casselman
Seconded by Councillor D'Angela

That Report CSD 156-2009 (PWA 110-2009), November 4, 2009, respecting Capital Funding Request from Niagara Central Airport, be received and referred to the Budget Review Committee of the Whole for their consideration when reviewing the Region's Proposed 2010 Capital Budget, taking into consideration the staff position contained in this report.

Carried.

(TSSC 213-2009 and Report CSD 156-2009/PWA 110-2009 can be found behind the ICPPWC tab in the blue book.)

ITEMS FOR INFORMATION

262. Corporate Employee Recognition Team (CERT)
"Recognition of Excellence Award" Winners
CSD 145-2009

Moved by Councillor D'Angela
Seconded by Councillor Puttick

That Report CSD 145-2009, November 4, 2009, respecting Corporate Employee Recognition Team (CERT) "Recognition of Excellence" Award Winners, be received for information.

Carried.

263. Student Employment Opportunities
CSD 146-2009

Moved by Councillor D'Angela
Seconded by Councillor Puttick

That Report CSD 146-2009, November 4, 2009, respecting Student Employment Opportunities, be received for information.

Carried.

264. Regulations of the *Green Energy Act, 2009*
CSD 147-2009 (ICP 54-2009)

Moved by Councillor D'Angela
Seconded by Councillor Puttick

That Report CSD 147-2009 (ICP 54-2009), November 4, 2009, respecting Regulations of the *Green Energy Act, 2009*, be received for information and be circulated to the 12 local municipalities, the Niagara Peninsula Conservation Authority, Niagara Escarpment Commission, Niagara Parks Commission and Ministry of Municipal Affairs and Housing for information.

Carried.

(Report CSD 147-2009/ICP 54-2009 can be found behind the joint reports tab in the blue book.)

CORRESPONDENCE

265. Moved by Councillor Martin
Seconded by Councillor Henderson

That the following communications be received:

CSC 39-2009 Memorandum from Gord Lockyer, Treasurer/Director, Financial Management & Planning regarding Councillor Information Request October 1, 2009

CSC 40-2009 Memorandum from Gord Lockyer, Treasurer/Director, Financial Management & Planning (October 14, 2009) respecting Councillor Information Request – Niagara Health System (NHS) Funding

Carried.

MINUTES

266. 5-2009 (AC)

Moved by Councillor Badawey
Seconded by Councillor Burroughs

That Report 5-2009 (AC) being the minutes of the Audit Committee meeting of October 14, 2009, be received and the following recommendations contained therein, be approved.

- That Councillor Rigby be appointed to serve on the Audit Committee for the remainder of the 2006-2010 Council term.
- That Report CSD 142-2009, October 14, 2009, respecting 2008 Management Letter – Region, be received and that management's responses to the auditors' comments and observations contained herein, be approved.
- That Report CSD 143-2009, October 14, 2009, respecting Request to Write-Off Outstanding Accounts over \$10,000, be received and that Regional Council approve the write-off of four uncollectible accounts totaling approximately \$254,165 as indicated in this report.
- That staff develop a protocol for the Agencies, Boards & Commissions (ABCs) to confirm the value received for the money invested in ABCs.

Carried.

267. 7-2009 (RDCTF)

Moved by Councillor Badawey
Seconded by Councillor Burroughs

That Report 7-2009 (RDCTF) being the minutes of the Regional Development Charges Task Force meeting of October 19, 2009, be received.

Carried.

OTHER BUSINESS

268. Audit Committee Meetings

Staff was requested to arrange Audit Committee meetings on days that do not conflict with the Corporate Services Committee meetings. As a number of the Councillors serve on both the Audit Committee and the Regional Development Charges Task Force, it was suggested that a meeting be booked, taking that into consideration.

269. Council Business Planning Sessions

Councillor Casselman expressed her disappointment with the last Council Business Planning Session in that it was held as a “Committee of the Whole” and most discussion was held at the political level. The Councillor requested staff to prepare a report on how to deal with Council Business Planning Sessions in future to ensure fulsome discussions with all attendees (not just the political level) taking into consideration the requirements of The Municipal Act.

A number of Councillors also recommended that the Council Chambers should be considered first as the venue for holding Council Business Planning Sessions and Committee of the Whole meetings.

COUNCILLOR INFORMATION REQUESTS

That staff:

- (i) Provide a summary sheet of savings (Burroughs) Refer to minute item 254.
- (ii) Provide a report providing more detail on the savings realized. How was it mitigated? (Augustyn) Refer to minute item 254.
- (iii) Provide information on what has been spent on Council Business Planning Sessions. (D'Angela) Refer to minute item 255.

ADJOURNMENT

Committee adjourned at 12:05 p.m. to meet again on Wednesday, November 25, 2009, at 9:00 a.m. in Committee Room 4, Regional Headquarters.

Doug Martin
Co-Chair

Gail Reilly
Legislative Assistant

Dave Augustyn
Co-Chair

Kevin Bain
Regional Clerk