



**CITY OF HAMILTON**  
**CORPORATE SERVICES DEPARTMENT**  
**Financial Planning and Policy Division**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	April 16, 2014
<b>SUBJECT/REPORT NO:</b>	Award of Contract (C2-02-14) for Residential Water/Wastewater Warranty Protection Plans (FCS12044(a)) (Outstanding Business List Item)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	John Savoia (905) 546-2424, Extension 7298
<b>SUBMITTED BY:</b>	Mike Zegarac General Manager, Finance and Corporate Services
<b>SIGNATURE:</b>	

**RECOMMENDATION**

- (a) That the contract for Residential Water/Wastewater Warranty Protection Plans (C2-02-14) be awarded to Service Line Warranties of Canada, Inc. for an initial term of two years, with a maximum of two, five-year term renewals at the sole discretion of the City;
- (b) That the Mayor and City Clerk be authorized and directed to execute, on behalf of the City of Hamilton, the contract finalized with Service Line Warranties of Canada, Inc. and all necessary associated documents, all in a form satisfactory to the City Solicitor;
- (c) That the City Solicitor be authorized and directed to prepare the necessary amending By-law to the Sewer and Drain By-law 06-026, as amended, so that the City's Sewer Lateral Management Program ("SLMP") that has a provision whereby property owners affected by roots from a City-owned tree may be eligible for a one-time reimbursement from the City for a portion of the costs, up to a maximum allowance of \$1,500, be amended to exclude SLMP reimbursement to a third party provider of a sewer lateral warranty protection plan with respect to City owned tree lateral damage;
- (d) That subject to Recommendations (a) and (b) of Report FCS12044(a), that the proceeds received through the agreement for the Residential Water/Wastewater Warranty Protection Plans be reflected as a funding source in future Rate Supported Finance Strategies;

- (e) That the subject matter be identified as completed and removed from the General Issues Committee Outstanding Business List.

## **EXECUTIVE SUMMARY**

At its meeting of June 6, 2012, the General Issues Committee (GIC) approved direction for staff to report back to GIC with the results of a Request For Proposals (RFP) issued to identify a third party provider (the "Successful Proponent") to offer residential City water/wastewater customers warranty coverage for emergency repairs to residential water service lines, sewer laterals and interior plumbing and drainage (refer to Report FCS12044/PW12041 for details).

Staff have issued RFP C2-02-14 in February 2014 to identify a Successful Proponent for the City to enter into a contract to offer Residential Water/Wastewater Protection Plans ("Plans"). The Plans will offer residential City water/wastewater customers warranty coverage for emergency repairs to residential water service lines, sewer laterals and interior plumbing and drainage represented under the City's logo. For use of the City's logo, commission based revenues will be paid to the City dependent on customer uptake. The City has the right to review and approve all marketing materials before distribution, with the Successful Proponent expected to cover all costs of producing marketing materials and administration of the program. Plans can usually be purchased for each individual need (i.e. water service line) or as a bundled package. Such Plans are entirely optional for customers with no obligation for property owners to purchase warranty coverage for private infrastructure.

In accordance with the City's Procurement Policy, a two envelope RFP system was used whereby envelope 1 is opened and technical proposals scoring greater than or equal to the benchmark score of 80% passed and envelope 2 is opened containing cost proposals. The proponent with the highest Total Evaluation Score (reflecting the weighted sum of the Technical Proposal and Cost Proposal Scores) is recommended to Council as the Successful Proponent for the award of the contract.

Compliant proposals were received from HomeServe USA Corp. and Service Line Warranties of Canada, Inc. who are acknowledged within the United States as substantial and experienced vendors in the home warranty marketplace. The technical proposals for both proponents demonstrated excellent corporate history, exceptional experience, a strong understanding of the City's desired requirements of a marketer using the City logo and which have the capability and capacity to deliver outstanding warranty services for Hamilton residents. Staff evaluated the technical proposals from both proponents and they both met or exceeded the benchmark score set out in the RFP.

GIC while endorsing the issuance of the RFP did raise concerns that the contract that the Successful Proponent enters into with the City would adequately deal with issues raised regarding indemnification and the City's rights regarding control of marketing materials including use of City logo. RFP and contract highlights are provided in the Analysis and Rationale for Recommendation section of this report that demonstrates Committee's concerns have been addressed and that the City is appropriately protected.

Staff recommend that Service Line Warranties of Canada, Inc. ("SLWC") as the Successful Proponent be awarded the contract for Residential Water & Wastewater Warranty Protection Plans (C2-02-14) for a term of two years with an option to renew for an additional maximum of two, five-year term renewals at the City's sole discretion. The effective date of contract C2-02-14 will be the date when the contract is fully executed.

***Alternatives for Consideration – Not Applicable***

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS (for recommendation(s) only)**

**Financial:** All administrative costs associated with the Plans from marketing to complete claims handling are the full responsibility of SLWC so that the City will bear no financial costs related to program delivery. Because this revenue generating contract is based on subscription premiums that will be funded by subscribers as a cost of the plans (SLWC is contractually obligated to these premiums). Those premiums have been identified in the Analysis and Rationale for Recommendation section of this report.

Per the recommended contract terms, the City will generate commission revenues based upon a relatively modest 5% of sales paid monthly dependent upon the uptake of Plan. A review of similar agreements with public water utilities revealed that the commission revenue share can be 10% or higher. Table 1 to Report FCS12044(a) provides a projection of potential annual commission revenues for the City, based on uptake assumptions:

**TABLE 1**

<b>Estimated Commission Revenue</b>		
<b>Time Frame</b>	<b># of Subscriptions</b>	<b>Annual Revenue (\$)</b>
Term One (1st 2 years)	30,000 - 50,000	200,000 - 400,000
Term Two (Years 3-7)	40,000 - 70,000	400,000 - 700,000
Term Three (Years 8-12)	50,000 - 100,000	500,000 - 1,000,000

Another unique feature of the contract is the potential for the City to realize commission revenues from SLWC should they engage other interested municipalities to form a warranty partnership contract under the same terms and conditions of the contract. In such cases, SLWC shall pay the City 0.5% of the total subscription revenue of each participating organization. It is reasonable to expect that some neighbouring communities of Hamilton may enter into such arrangements with SLWC bypassing the procurement efforts that otherwise would be required.

The commission based revenues are recommended to be directed towards the Rate Supported Budget in an effort to reduce the level of future rate increases. Specifically to fund the City's costs to maintain the Public Portion of water service lines and costs incurred by the Sewer Lateral Management Program (SLMP).

Beyond the establishment of a new revenue source for the Rate budget, the City should realize cost savings from lower utilization of the SLMP. Currently, when the Private Portion of the Sewer Lateral is affected by roots from a City-owned tree, the property owner may be eligible for a one-time reimbursement from the City for a portion of the costs, up to a maximum allowance (currently \$1,500) as per the City's Sewer and Drain By-law 06-026, as amended.

The recommended contract further provides that in the future, where property owners subscribe to an exterior sewer line Plan and experience Sewer Lateral damage from a City-owned tree, the City will not be providing reimbursement under the SLMP that may otherwise be available to property owners related to repair costs for the Private Portion of the Sewer Lateral. It is difficult to estimate the amount of savings. However, current program expenditures are substantial as shown below in Table 2 to Report FCS12044(a) and, as such, even modest uptake of the sewer lateral warranty plan will likely provide significant cost savings.

Additional cost savings are likely to result from operational efficiencies related to initial diagnostic investigation costs. For example, when a property owner with this warranty coverage experiences a problem with their water service line or their sewer lateral, the property owner would call the emergency response number of the warranty provider. If during the initial investigation the problem is found on the public portion of the line, SLWC's contractor will provide at no cost to the City the diagnostic scope video on a disk thereby saving the City the cost to pay for the diagnostic work which otherwise it would pay for under the current situation of no available private warranty coverage for service lines. Depending on warranty uptake, the expected savings may be significant as private sewer lateral investigations have recently exceeded \$100,000 annually as reflected in Table 2 to Report FCS12044(a).

**TABLE 2**

<b>Sewer Lateral Management Program Reimbursement Details</b>							
	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>TOTAL</b>
Total # of Reimbursements	309	359	449	361	385	458	1,478
# of Private Drain Investigations	243	234	330	255	244	255	1,062
# of Drain Replacement/Lining - Private	94	139	159	111	180	224	503
# of Drain Replacement/Lining - Public	33	70	109	76	104	108	288
Private Drain Investigations (\$)	\$ 87,788	\$ 85,531	\$ 136,463	\$ 109,530	\$ 104,716	\$ 102,063	\$ 626,091
Permanent Replacement/Lining - Private (\$)	147,485	208,996	244,396	181,321	290,026	377,711	1,449,935
Permanent Replacement/Lining - Public (\$)	109,857	213,520	338,310	271,997	332,060	345,993	1,611,737
Total SLMP (\$)	\$ 345,129	\$ 508,046	\$ 719,169	\$ 562,849	\$ 726,802	\$ 825,767	\$ 3,687,763
<b>Total Amount Spent on Private Portion (\$)</b>	<b>\$ 235,273</b>	<b>\$ 294,527</b>	<b>\$ 380,859</b>	<b>\$ 290,852</b>	<b>\$ 394,742</b>	<b>\$ 479,774</b>	<b>\$ 2,076,026</b>

The City's Water Leak Adjustment Policy provides residential water/wastewater customers' limited financial relief under certain conditions and circumstances to address customers' abnormally high water and wastewater bills associated with plumbing failures on a one-time only basis per account holder. To the extent that customers subscribe to an interior plumbing and drainage Plan and experience plumbing issues that contribute to high water usage, there may be more timely response to identify and address water leak issue(s). Therefore there is the potential for reducing the financial cost of this adjustment policy that since 2011 has resulted in revenue write-offs of approximately \$250,000.

Additionally, the Plans may reduce the number of service requests received by the City to investigate water and sewer problems, thereby reducing overall costs which again are difficult to quantify.

**Staffing:** Minimal staffing implications are anticipated. Staff may experience an initial increase in call volume from customers inquiring about the plans; however volumes are expected to subside as the program matures. As uptake of the warranty protection plans increases, there will likely be lower call volumes regarding water and sewer problems.

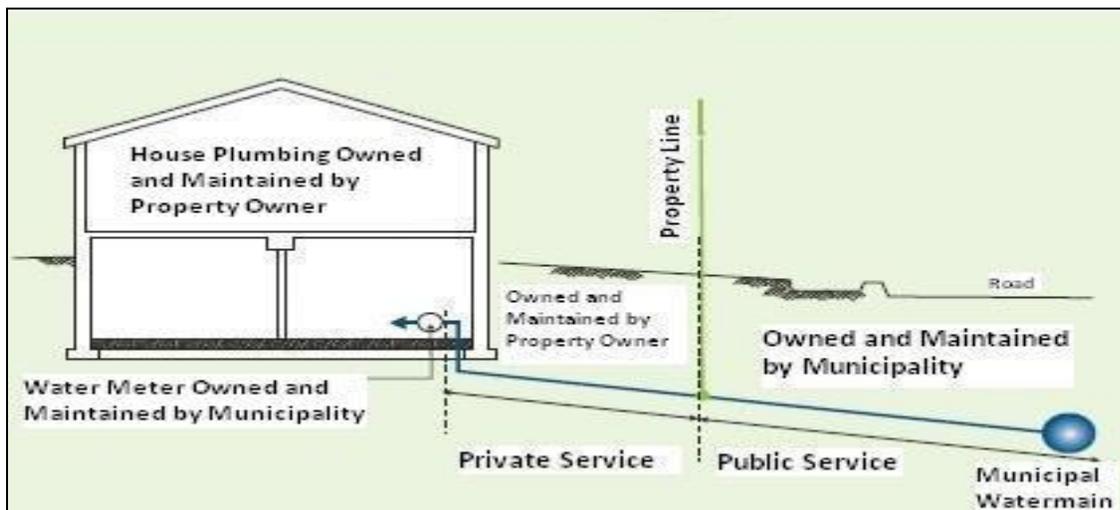
**Legal:** Legal Services will assist with the drafting of any amendment that may be required to the Sewer and Drain By-law 06-026, as amended. SLWC is contractually required to comply with any and all legislative requirements associated with the sale and provision of a warranty product to the City's water/wastewater customers.

## **HISTORICAL BACKGROUND (Chronology of events)**

The City's water/wastewater system currently serves over 144,000 accounts including approximately 133,500 residential accounts. Many property owners are unaware that they are responsible for repairs when their exterior, underground water/sewer lines fail. Unfortunately, many property owners are unprepared for the associated repair bills.

Ownership and responsibility for water service lines is shared between the City and the property owner. The section of the water service line from the water main to the property line is owned by the City, while the section from the property line to the dwelling is the responsibility of the property owner (refer to Figure 1 to Report FCS12044(a)). The City is responsible for maintaining the water main itself.

**FIGURE 1**

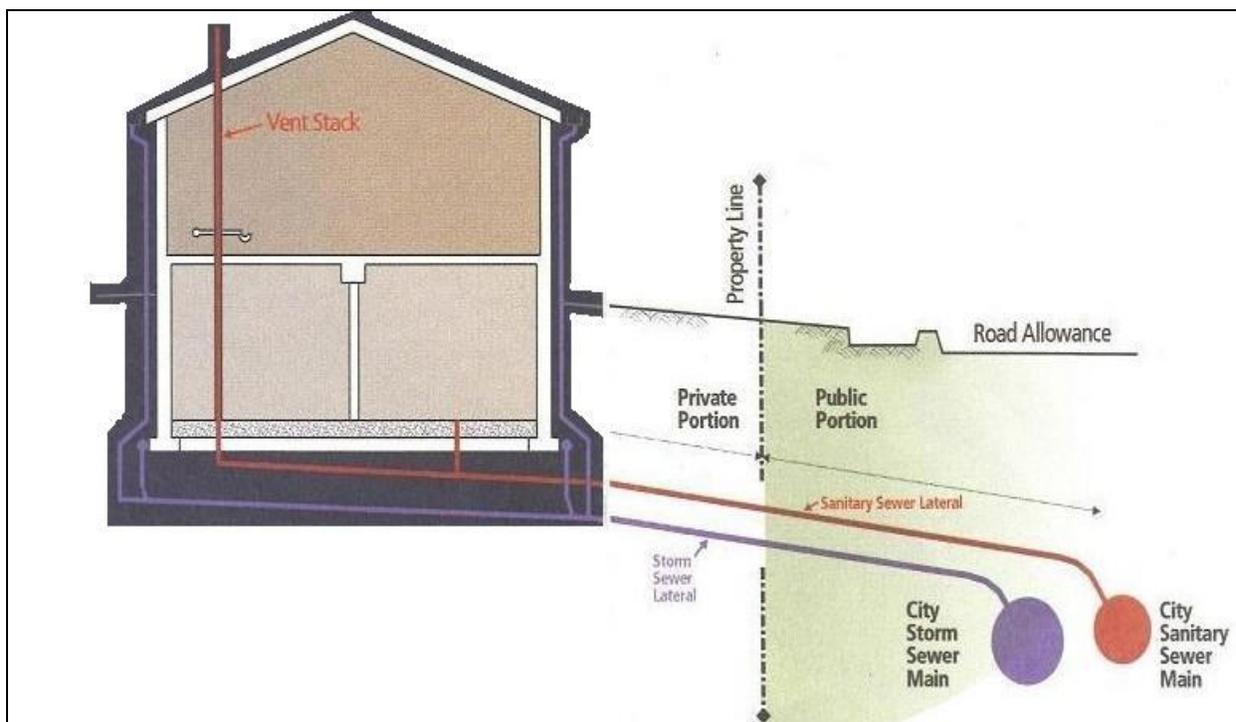


Water service lines can rupture or leak. When they do, a water line repair or replacement of the line can cost anywhere from a few hundred to several thousand dollars. The first signs of a leaky or broken water service line are usually a soft and muddy area in the yard, a loss of water pressure, or loss of water altogether. A cracked service line may be caused by shifting soil or freezing ground, general wear and tear, or crushing by heavy equipment. Galvanized, alloy or lead water lines tend to deteriorate over time and when these pipes start leaking, typically the entire line is replaced.

The Sewer Lateral (as defined in the City's Sewer and Drain By-law 06-026, as amended) is the length of pipe that runs from a dwelling to the City's sewer main if the property is connected to the City's sewer system. The responsibility for the care and maintenance of the entire length of the Sewer Lateral, including the section within the municipal road allowance, rests with the property owner.

The Public Portion of the Sewer Lateral (as defined in the City's Sewer and Drain By-law 06-026, as amended) is the part located within the public right-of-way between the property line and the City's sewer main. The City's Sewer and Drain By-law 06-026, as amended, states that in certain circumstances, the City will maintain, repair and replace the Public Portion, at the City's cost. The Private Portion of the Sewer Lateral (as defined in the City's Sewer and Drain By-law 06-026, as amended) is the part located between the dwelling and the property line. The City is not responsible for any maintenance, repairs or replacements of the Private Portion (refer to Figure 2 to Report FCS12044(a)).

**FIGURE 2**



One of the most common causes of sewer line back-ups, cracked lines and drainage problems is root infiltration. Roots from trees and larger shrubs enter the sewer line through a joint and they grow and expand to fill up the pipe with a hair-like root mass. The masses quickly become clogged with toilet paper, debris and grease flowing from the dwelling to the sewer main. As the roots continue to grow, pressure is exerted on the pipe and it may eventually crack.

Other common situations where the performance of a Sewer Lateral is compromised are as follows:

- shifting soil or freezing ground cracking or collapsing pipes,
- a build-up of grease, paper, waste, or foreign objects prohibiting proper flow,
- passage of time causing pipe corrosion or breaks in pipe seals,

- improper installation of the sewer lateral.

Diagnosing these sewer lateral problems can often be quite difficult. The associated repair or replacement usually involves excavation work which can be labour-intensive and potentially expensive.

Failure of a service line is generally unpredictable. Repairs tend to be expensive, and individual property owners may not be prepared to respond quickly or with full knowledge of what is required to remedy the situation. Often, overwhelmed property owners will contact the City seeking assistance for infrastructure that is not the responsibility of the City.

### Property Insurance Coverage Considerations

While most property insurance policies will cover damage to the interior of the dwelling from a sewer line backup or line collapse, they do not reimburse for the cost of repair of the sewer lateral itself. Similarly, water service line leaks or breaks that occur in the section from the property line to the dwelling are typically not covered by property insurance policies. Water damage from broken or leaky interior plumbing is covered by most property insurance policies; however, repairs to the pipes themselves are not.

For most property owners, there is a gap in complete restoration expenses that may be filled by umbrella and line insurance policies that are available from private providers, for an additional charge.

In response to homeowners' growing desire for interior plumbing and water/sewer line protection services, affordable and reliable Plans are being offered by private providers. This type of Plan offering is not common place in Canada, albeit, in the United States and Europe, Plans are becoming quite common. Although in some jurisdictions these Plans would be considered to be an insurance product, they would be marketed in Ontario as a warranty program which are designed to help homeowners avoid unexpected high repair costs associated with water service line, sewer lateral and interior plumbing repairs and failures.

### Marketing Agreements

Many of the Plan providers look to partner with both private and public utilities to distribute their products and services. As such, a marketing agreement is normally prepared which allows the Successful Proponent to offer eligible property owners its Plans via a no-obligation, opt-in direct mail offer. In the case of a municipally owned utility, the provider is generally allowed the use of the municipality's or utility's logo for their mailings with review and final approval of all marketing materials before distribution afforded to the municipality/utility. The Plan provider covers all costs of producing, marketing and mailing materials and provides commission based revenues to the municipality/utility based on customer uptake.

At its meeting of June 6, 2012, the General Issues Committee (GIC) approved direction for staff to report back to GIC with the results of a Request For Proposals (RFP) issued to identify a Successful Proponent to offer residential City water/wastewater customers warranty coverage for emergency repairs to residential water service lines, sewer laterals and interior plumbing and drainage.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

City of Hamilton Procurement Policy: The recommended contract constitutes a revenue generating contract between the City and SLWC that will yield a financial return for the City in the form of commission revenues, and as such, the City's Procurement Policy is applicable.

## **RELEVANT CONSULTATION**

City Manager's Office - Legal Services Division has provided advice and guidance in the development of the RFP and the related contract to be executed.

Corporate Services - Risk Management Section has been consulted and supports the objectives and recommendations of this report. Risk Management was represented on the RFP Evaluation Team.

Corporate Services - Procurement Section has provided advice and guidance in the issuance, evaluation and the award of RFP (C2-02-14) upon Council approval. Additionally, input was provided in the development of this report.

Public Works – Hamilton Water Section has provided input into the development of this report and was represented on the RFP Evaluation Team.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

The RFP (C2-02-14) and the associated revenue generating contract have been developed so that Service Line Warranties of Canada, Inc. ('SLWC') has been confirmed that it is an experienced Warranty Service Provider known for the quality and reliability of the Warranty Plans it offers and the Warranty Services it is responsible for delivering in accordance with those plans. All Warranty Plans shall be offered for a predetermined, affordable monthly fee to property owners in the City.

The revenue generating contract will provide SLWC with the right to use the City's logo on its marketing materials, subject to the City's written approval of content and any other rights that the City has reserved to itself under the contract.

The primary benefits and objectives of offering Warranty Plans to residential property owners are to:

- Ensure that affordable protection against significant, unexpected costs of repairing or replacing leaking Water Services is made available to them;
- Ensure that affordable protection against the significant, unexpected costs of repairing or replacing broken Sewer Laterals and, potentially, clearing blockages is made available to them;
- Ensure that protection against the significant, unexpected costs of repairing or replacing broken interior plumbing and drainage systems is made available to them;
- Ensure that timely, high-quality Warranty Services, in adherence to Provincial and City standards and codes, are provided to residential property owners who have purchased and are enrolled in those Warranty Plans is offered to them;
- Educate residential property owners regarding their responsibility for maintenance, repair and replacement of Water Services and Sewer Laterals;
- Minimize damage to surrounding streets and infrastructure, and reduce expense to property owners and the City by ensuring that Water Service and Sewer Lateral repairs are made in a timely manner; and,
- Minimize the impacts to homeowners, neighbours and the City's wastewater collection system from improperly functioning Water Services and Sewer Laterals.

### **Service Line Warranties of Canada, Inc. (SLWC)**

Formed in 2003, SLWC is a wholly owned subsidiary of Utility Service Partners Private Label, Inc ("USP") and a leading independent provider of service lines warranties in the United States. USP is a portfolio company of Macquarie Capital, part of Macquarie Group Limited, one of the world's largest owners and managers of infrastructure assets and a manager of over \$36 billion in infrastructure equity around the world.

USP has maintained an A+ Accredited Better Business Bureau rating along with the Better Business Bureau 2013 Torch Award for Marketplace Ethics, a customer satisfaction rating exceeding 95% and a clean record with government agencies and regulatory bodies for more than a decade.

USP's Service Line Warranty Program has received the endorsement of the National League of Cities which is essentially the American equivalent of the Federation of Canadian Municipalities. The program is currently partnered with nearly 200 cities of all sizes in the United States including the public water/wastewater utilities in Atlanta, Phoenix, San Diego and Kansas City.

### **Contract Term**

- Two (2) years commencing on the date the contract is fully executed
- Two additional Five (5) year extensions at the City's sole discretion

### **Commission Revenues to the City**

SLWC shall pay commission-based revenue to the City in exchange for the use of its logo based at five percent (5%) of subscription revenue earned from all active enrolled customers in any or all of the Warranty Plans within the geographical boundaries of the City of Hamilton.

By entering into the contract with the City, SLWC agrees and acknowledges that other interested municipalities and municipal organizations may review this document. These other municipalities may deem it in their best interest to participate in the resulting contract under the same terms and conditions, if mutually agreed upon between the interested organization and SLWC. In such cases, SLWC shall pay the City 0.5% of the Total Subscription Price of each participating organization.

### **Warranty Plans Cost Structure & Billing for Customers**

- Monthly flat-rate fee; subscription based pricing structure for Water Service, Sewer Lateral and interior plumbing and drainage warranty protection plans.
- No deductibles or any additional fees to customers as the subscription fees are required to be sufficient to cover all related expenses.
- SLWC will be able to re-evaluate and adjust its pricing for Warranty Plans after the initial two year term, subject to City approval, should the City chose to exercise a contract extension. Any increase to Warranty Plans pricing shall be substantiated with documentation which clearly identifies that current pricing levels are not sufficient to cover associated Warranty Plans costs and expenses, to the satisfaction of the City. If no request is made, the contract extension will be on the same terms and conditions of the original contract including price.
- SLWC may reduce Warranty Plans pricing at any time, subject to City approval.

- SLWC shall not be entitled to include subscription billing for Warranty Plans with utility billing. SLWC shall develop, maintain and administer all billing requirements on its own. The City will not be involved in any billing arrangements or disputes.

## **Services & Coverage**

The following warranty protection plans will be offered on a strict optional opt-in basis:

### Exterior Water Service Line Coverage

- repair of a Water Service and related repairs up to \$5,000 per occurrence;
- locating, excavating and repairing or replacing, as required, Water Services; damage arising to Water Services as a result of thawing or freezing;
- emergency repair required to Water Services due to reduction in performance caused by normal wear and tear;
- basic restoration, as required, for each occurrence of repair work undertaken under the plan within the coverage limit;
- a one year warranty for workmanship and quality of all repair and restoration work performed;
- Water Service warranty protection plan coverage shall not contain exclusion clauses relating to pre-existing conditions or the age of the property;
- Term One Monthly subscription premium of \$5.00.

### Exterior Sewer/Septic Line Coverage

- repair of Sewer Lateral and related repairs up to \$8,000 per occurrence;
- locating, excavating and repairing or replacing, as required, Sewer Laterals;
- emergency repair required to Sewer Laterals due to reduction in performance caused by normal wear and tear;
- damage arising to Sewer Laterals as a result of root infiltration;
- basic restoration, as required, for each occurrence of repair work undertaken under the plan within the coverage limit;
- a one year warranty for workmanship and quality of all repair and restoration work performed;
- Sewer Lateral warranty protection plan coverage shall not contain exclusion clauses relating to pre-existing conditions or the age of the property;
- Term One Monthly subscription premium of \$5.75.

Interior Plumbing and Drainage Coverage

- Repair of plumbing system and related repairs up to \$3,000 per occurrence;
- Identifying and repairing or replacing, as required, interior plumbing system failures; faucets and fixtures are not covered;
- A one year warranty for workmanship and quality of all repair work performed;
- Interior plumbing and drainage warranty protection plan coverage shall not contain exclusion clauses relating to pre-existing conditions or the age of the property;
- Term One Monthly subscription premium of \$6.50.

**Marketing**

SLWC will be responsible for the development and administration associated with marketing the program. The City intends to provide information relating to the Warranty Plans on its website, to be linked to a webpage of SLWC which will provide program details. The City will retain the right of final approval of all marketing material, including SLWC's webpage, relating to services offered directly to City customers.

SLWC shall be entitled to use the City's logo in exchange for commission based revenue. All vetting and final approval of materials containing the City's logo as well as the template contract between SLWC and the Residential Property Owners will rest with the City. Other marketing related requirements include:

- Marketing activities involving telemarketing and/or door-to-door solicitation are strictly prohibited.
- The City will not be providing a mailing list for customer distribution. SLWC is expected to determine customer address listings on its own. A map of the City's Postal Codes for reference was included with the RFP package.
- SLWC will include and reference all current related programs offered by the City on all marketing materials relating to Warranty Plans. Primarily, this includes the Sewer Lateral Management Program, the Protective Plumbing Program and the Lead Service Replacement Loan Program which are all programs available to residential property owners who meet the respective program requirements.
- SLWC shall bear all costs associated with marketing.

### **City Program Restrictions**

SLWC shall not be entitled to access or apply for any grant monies, aid or reimbursement from any program administered by the City with respect to the delivery of services contemplated under this RFP that may otherwise be available to residential property owners.

### **Indemnification**

A key issue identified by GIC at its June 2012 meeting, surrounded concerns regarding indemnification for the City. As set out within the contract, SLWC shall indemnify the City from all claims arising from the failure by SLWC or any of its subcontractors to carry out or properly perform any obligation under the contract with the City and for any misuse of the City's logo.

### **ALTERNATIVES FOR CONSIDERATION**

**(Include Financial, Staffing, Legal and Policy Implications and Pros and Cons for each alternative)**

N/A

### **ALIGNMENT TO THE 2012 – 2015 STRATEGIC PLAN**

#### **Strategic Priority #1**

A Prosperous & Healthy Community

*WE enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work, play and learn.*

#### **Strategic Objective**

- 1.1 Continue to grow the non-residential tax base.
- 1.6 Enhance Overall Sustainability (financial, economic, social and environmental).

#### **Strategic Priority #2**

Valued & Sustainable Services

*WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner.*

#### **Strategic Objective**

- 2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.
- 2.2 Improve the City's approach to engaging and informing citizens and stakeholders.
- 2.3 Enhance customer service satisfaction.

**Strategic Priority #3**

Leadership & Governance

*WE work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in.*

**Strategic Objective**

3.4 Enhance opportunities for administrative and operational efficiencies.

**APPENDICES AND SCHEDULES ATTACHED**

Not applicable.