



Region of Waterloo

Final 2018 Budget Issue Papers



Region of Waterloo
2018 Budget Issue Papers

In Staff Recommended Priority Sequence

Dept/Div	Description	Page #
NO LEVY IMPACT		
COR/Facilities & Fleet Management	Addition of 3.0 permanent FTEs to deliver renewal works projects as required in the current asset renewal plan	3
COR/Treasury Services	Addition of one permanent FTE for a Cash Management and Investment Analyst position funded from incremental investment earnings	7
CSD/Child Care	Ontario Early Years Child and Family Centres program staffing	11
CSD/Housing Services	Convert 6 temporary staff to permanent	13
CSD/Seniors' Services	Addition of 1.6 permanent FTEs (1.0 FTE to be a designated PSW for one-on-one support following admission of residents with risk behaviours to improve safety and alleviate pressure on the PSW staff pool and 0.6 FTE as a Recreation Assistant for the Behavioural Supports Program).	16
PDL/Legal Services (Prosecutor's office)	Add 1 permanent FTE to POA Prosecution funded from increased POA revenue to address increased workload resulting from changes in early resolution legislation and mitigate lost revenue as a result	19
PHE/Infectious Disease, Dental, and Sexual Health	Convert 2.0 FTEs to 3.1 FTEs to provide additional hours at no additional cost to assist in addressing the Ministry's increased requirements for vaccine related Public Health mandatory programming	23
HRC/Citizen Service	Add 4.3 temporary FTEs in the Service First Call Centre to support the launch of ION revenue service for one year effective March 1, 2018	25
TES/Water Services	Addition of 1.0 permanent Water Supervisor and 1.0 permanent Water Project Engineer (Water Services-Asset Management) to ensure continuation of operations and systems during the replacement of critical infrastructure and expansion of the asset management program	28

Dept/Div	Description	Page #
LEVY IMPACT		
PHE/Paramedic Services	Add 1-12 hour ambulance in accordance with the 2017-2027 Paramedic Services master plan for 2018 and 1-12 hour ambulance which was deferred from 2017 as well as support positions	31
CSD/Seniors' Services	Additional oversight resources at Sunnyside Home to improve current staffing ratios	38
CSD/Seniors' Services	Addition of 0.25 Staff Development Coordinator to provide for more customized training related to the increasing medical complexity of residents	41
TES/Transit Services	Implementation of 2017-2021 GRT business plan (an additional 35,000 service hours)	43
TES/Transit Services	Address increasing demand for service and ensure AODA compliance by adding 2 expansion buses and technology upgrades as contemplated in the 2017-2021 MobilityPLUS Business Plan	48
CSD/Employment & Income Support	Provide additional funding for Discretionary Benefits	51
PHE/Emergency Management Office	Procurement of Waterloo Region Emergency Notification System to notify residents and/or employees during an emergency or other significant event (note sharing of cost with Police)	53
TES/Transit Services	Replace the one-time provincial subsidy used to partially fund the Wilmot conventional transit route piloted in 2017 with the Regional tax levy	56
TES/Waste Management	Reinstate drywall/pallet diversion program	58
TES/Transit Services	Implementation of the proposed 2018 TDM and TravelWise initiatives as outlined in the 2017-2021 TDM Program Plan	61
PDL/Community Planning	Funding for the Community Environmental Fund program	65

Legend:

- COR Corporate Services
- CSD Community Services
- HRC Human Resources & Citizen Service
- PDL Planning, Development & Legislative Services
- PHE Public Health and Emergency Services
- TES Transportation and Environmental Services



The Regional Municipality of Waterloo 2018 Budget – Major Budget Issue

Facilities and Fleet Management – Capital Renewal Program Positions
Corporate Services – Facilities and Fleet Management
Strategic Plan Focus Area 5 Responsive and Engaging Government Services
Strategic Objective or Action Ensure regional programs and services are efficient, effective and provide value for money.

Brief Description of Request

To ensure the successful delivery of the Region's Asset Management Program, capital renewal work is delivered through a collaboration of Facilities planning, property and project management staff. Team members contribute their expertise at various phases of each renewal project, and the evidence gathered indicates that 3 new permanent FTE positions are required to successfully implement renewal work valued at approximately \$25 million annually as identified in the 10 year capital forecast (Facilities Managed Capital Renewal). The roles will support the project management and coordination of renewal projects, including larger equipment replacement and smaller maintenance projects, and ensure adequate available building technical expertise in the delivery of this work.

The three positions are a Project Coordinator, Junior Project Coordinator and Chief Building Operator.

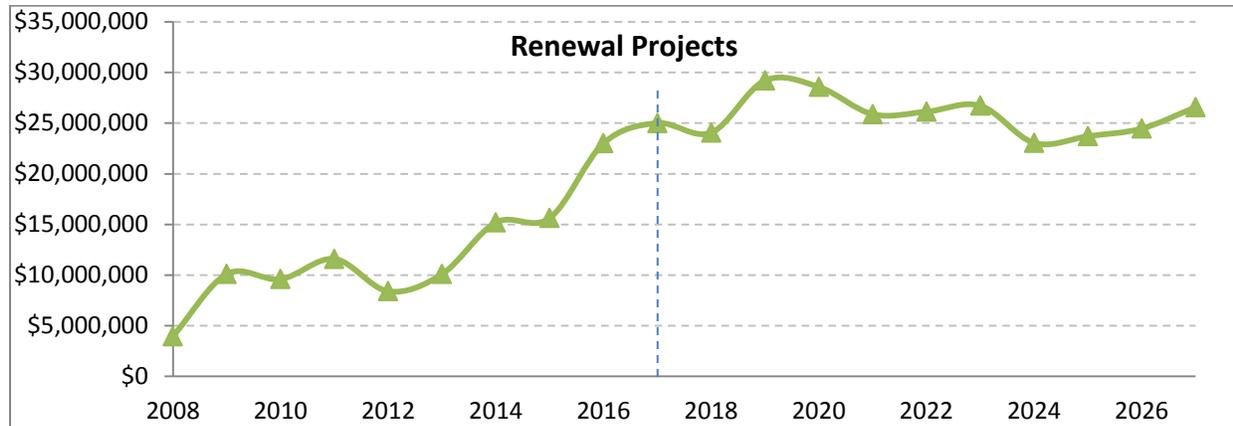
Justification/Rationale

The Region's Corporate Asset Management plan sets out a framework for ensuring the sustainability of the Region's assets and to avoid service failures. As part of this framework, the capital renewal program involves work to replace or upgrade assets and components to avoid or minimize any risk of failure and extend the asset service life.

Long term viability of this program requires adequate annual resources and funding. Historically, the trend has been increasing in step with aging building stock, increased rigor through the asset management program and a growing portfolio.

With the recent growth in projects from \$15 million in 2014-15 to approximately \$25 million annually, there is a growing backlog of renewal work, which leads to deterioration or damage to building components associated with not completing the

work. By deferring work, extra costs are incurred in subsequent years due to construction cost inflation, scope increases and higher maintenance costs associated with aging equipment and more frequent breakdowns.



For context, the Corporate Asset Management Plan recommends an average of over \$30 million annually on the capital renewal program to be sustainable. With an annual shortfall delivered of \$10 million, the estimated extra cost per year to defer work is about \$360,000 based on inflation alone.

Overall, the Region’s \$1.34B in facility assets are in mostly ‘good’ to ‘fair’ condition as identified in the Asset Management Plan approved by Council. Yet, the plan also highlights 18% of facilities in ‘poor’ to ‘very poor’ condition, amounting roughly to \$240 million. Without implementing recommended work on the renewal program, this figure will increase as buildings age. Further, in the long term, aging building stock also leads to greater numbers of full replacement projects. Not completing the work leads to deterioration or damage to building components. In addition, recent changes to municipal practices regarding construction Health & Safety have led to increased requirements of the capital renewal program.

Facilities staff foresees a greater workload as a result. The Facilities team is collaborative in its delivery of the capital renewal program, and various skills are required to address the workload associated with maintaining the full lifecycle of the Region’s building stock. Three new positions have been identified as critical to help the Facilities team respond to these pressures.

Chief Building Operator: A key role in the delivery of the capital renewal program, this position is required to provide in-house technical expertise to ensure work is scoped and implemented correctly. With an increased renewal project workload, the current CBO’s do not have capacity to provide input and engage throughout projects in addition to meeting building operation demands, slowing the delivery of renewal projects.

Project Coordinator: This role coordinates dozens of projects each year in the capital renewal program and also supports large capital projects. The current project workload

is increasing in volume with a greater number of projects and increasing in complexity due to greater Health & Safety requirements and communication needed with project stakeholders across Regional Divisions.

Junior Project Coordinator: Almost 25% of renewal projects are valued at \$10,000 or less. This role will coordinate these smaller projects which will streamline work and improve efficiency by helping project coordinators focus on higher value projects.

Implications of Not Approving

If this renewal work is not completed, the value and functionality of these building assets will be compromised. Deferring this work results in further deterioration of the building assets, increased scope of work and increased costs. The projects within the forecasted Facilities capital renewal program are not related to growth. They are projects such as roof repairs, window and door replacements, concrete restoration and HVAC upgrades required to maintain and extend the life of existing Regional assets.

The average non-residential building construction inflation for the last 10 years in this area has been approximately 3.6%. If this inflation trend were to continue, for \$10 million of work deferred for a year, the capital construction costs would increase by \$360,000. Combined with the increased cost to perform work reactively following a system failure rather than proactively in advance of failure, the increased cost to the organization would be greater than the cost of the additional staff needed to manage the projects.

Budget Requirements

OPERATING BUDGET (\$000s)	2018	Annualized 2019
Expenditures		
Compensation	\$ 227	\$ 275
General Office Costs	24	11
Total Operating Expenditures	\$ 251	\$ 286
Revenues		
Recovery from Capital Projects	251	286
Total Operating Revenue	\$ 0	\$ 0
Net Regional Levy	\$ 0	\$ 0
Incremental Operating Budget Impact	\$ 0	\$ 0

* Capital projects are funded by property taxes in the form of transfers from the Facilities Lifecycle Reserve or from future debt servicing costs.

STAFF REQUIREMENTS (FTE)	Annualized 2018
Permanent Staff	
Chief Building Operator	1.0
Project Coordinator	1.0
Junior Project Coordinator	1.0
Incremental Staffing Impact	3.0

Performance Measures

	2013	2014	2015	2016
Total capital renewal planned	\$20.4M	\$18.8M	\$30.0M	\$32.9M
Total value of capital projects deferred	\$9.4M	\$9.2M	\$14.4M	\$9.9M

Council Decision

The budget issue paper was approved as submitted.



The Regional Municipality of Waterloo

2018 Budget – Major Budget Issue

Cash Management and Investment Analyst
Corporate Services – Treasury Services
Strategic Plan Focus Area Responsive and Engaging Government Services
Strategic Objective or Action Ensure all Regional programs and services are efficient, effective and provide value for money

Brief Description of Request

Addition of one permanent FTE for a Cash Management and Investment Analyst position to support the cash management, investment and debt management functions. The cost of the position would be funded from incremental investment earnings resulting in a \$0 increase to the tax levy. The addition of the Analyst would enable the Region to more actively manage its \$325 million investment portfolio, generate more non-property tax revenue and provide additional interest income for reserves and reserve funds.

Justification/Rationale

The Treasury Services Division has been reviewing its structure to ensure that the Division is functioning efficiently and effectively with sufficient resources available for critical and important work. The review has identified a need for an Analyst to support the cash management, investment and debt management functions.

While the Region has sound investment policies and practices, opportunities to increase income earned on the portfolio within the parameters of the Region's Investment Policy and the Municipal Act are being missed. The addition of the Analyst would enable the Region to more actively manage the Region's \$325 million investment portfolio and generate more non-property tax revenue. Major responsibilities of the additional resource to support the cash management, investment and debt management functions would include:

- Prepare detailed cashflow analysis to enable the Region to take greater advantage of short term investment opportunities
- Monitor market conditions, assess opportunities to take profits or gains on portfolio holdings and make recommendations for investment opportunities to increase the rate of return on the long term investment portfolio
- Assist the Region in addressing Prudent Investor Status for municipalities which will be implemented by the Province in 2018 and is expected to provide municipalities with a wider range of allowable investments than currently allowed through the Municipal Act
- Prepare debenture documentation and assist with launch of debt issues
- Assist with the annual credit rating review
- Provide coverage and back up at the management level and support several small client budget areas

An increase of 4 basis points (bps) on the average annual rate of return would cover the cost of the position and could easily be achieved through active management of the Region's cash balances utilizing short-term investment options. Additional interest income beyond the 4 bps needed to fund the additional resource would be allocated to the Region's reserves and reserve funds. The level of the Region's reserves and reserve funds is one of the more significant factors that Moody's Credit Rating Agency monitors relative to the Region's Aaa credit rating. The Region regularly looks to the other five regions in Ontario (York, Halton, Durham, Peel, Niagara) as municipal comparators for reserves and debt. As previously reported, Waterloo Region has the lowest level of reserves per capita within its comparator group.

The Municipal Benchmarking Network (MBN) of Canada results for the Gross Percent Realized Return on the Total Internally Management Investment Portfolio show that where there is active management of the internal investment portfolio, there is a higher rate of return of about 1.3% to 2.4% above the median. While the Region's rate of return is above the median, it is significantly below those of more actively managed portfolios. Approval of the position would allow the Region to capitalize on opportunities to generate additional investment returns.

The implementation date of this position would be April 1, 2018.

Implications of Not Approving

Without this position, the Region is unable to move from passively managing the investment portfolio to more actively managing it and taking full advantage of all the allowable investment opportunities. This results in missed opportunities to generate additional non property tax revenue in the form of investment income which directly benefits the Region's reserves and reserve funds, one of the more significant factors that Moody's Credit Rating Agency monitors relative to the Region's Aaa credit rating.

Budget Requirements

OPERATING BUDGET (\$000s)	2018	Annualized 2019
Expenditures		
Compensation	\$ 94	\$ 125
Computer, telephone and work station	23	3
Total Operating Expenditures	\$ 117	\$ 128
Revenues		
Investment income	117	128
Total Operating Revenue	\$ 117	\$ 128
Net Regional Levy	\$ 0	\$ 0
Incremental Operating Budget Impact	\$ 0	\$ 0

STAFF REQUIREMENTS (FTE)	Annualized 2018
Permanent Staff	
Cash Management and Investment Analyst	1.0
Incremental Staffing Impact	1.0

Performance Measures

MBN Canada Gross Percent Return on the Total Internally Managed Investment Portfolio	2014	2015	2016
MBN Canada Median	2.14%	2.11%	1.93%
Halton Region (actively managed)	4.08%	3.95%	3.57%
York Region (actively managed)	4.03%	4.48%	3.25%
Waterloo Region	2.65%	2.40%	2.28%

Council Decision

The budget issue paper was approved as submitted.



The Regional Municipality of Waterloo

2018 Budget – Major Budget Issue

Administration of Ontario Early Years and Family Centres
Community Services
Strategic Plan Focus Area Responsive and Engaging Government Services
Strategic Objective or Action Ensure regional programs and services are efficient, effective and provide value for money

Brief Description of Request

Over the past year, Children's Services staff facilitated a community led planning process to create recommendations for an initial plan for the transformation of child and family programs to the new Ontario Early Years Child and Family Centres (OEYCFCs). Regional Council approved the initial plan on August 30, 2017. Implementation of the new OEYCFCs will begin on January 1, 2018 using a phased in approach. As required by the Province, Region of Waterloo Children's Services will assume its new role as Consolidated Municipal Service Manager (CMSM) of OEYCFCs in Waterloo Region. To administer the OEYCFC program, one full time equivalent staff position is requested for the Children's Services Division. This position is funded by the provincial funding provided for the OEYCFC program.

Justification/Rationale

On January 1, 2018 Region of Waterloo Children's Services will assume its new role as CMSM of the OEYCFCs. Using funds from the new provincially funded OEYCFC allocation will allow Region of Waterloo to hire a new full time equivalent staff position to carry out its functions of administration, oversight and support of the system. Of the 2018 budget of \$4,137,959 up to a total 10% can be used for administration costs. The OEYCFCs are 100% provincially funded.

Implications of Not Approving

The Province requires Children's Services to provide oversight, leadership and support to the new system and is being provided the funding to carry out this additional role as CMSM. Without this financial support, it is unlikely that the Region of Waterloo would be able to fulfill its role as required by the Province and would therefore be in default of its service agreement with the Province.

Budget Requirements

OPERATING BUDGET (\$000s)	Annualized 2018
Expenditures	
Compensation	\$120
Total Operating Expenditures	\$120
Revenues	
Provincial Subsidy	\$120
Total Operating Revenue	\$120
Net Regional Levy	\$0
Incremental Operating Budget Impact	\$0

STAFF REQUIREMENTS (FTE)	Annualized 2018
Permanent Staff	
OEYCFC Administrator	1.0
Incremental Staffing Impact	1.0

Council Decision

The budget issue paper was approved as submitted.



The Regional Municipality of Waterloo

2018 Budget – Major Budget Issue

Housing Services Staffing Positions
Community Services
Strategic Plan Focus Area Healthy, Safe and Inclusive Communities
Strategic Objective or Action To increase the supply and range of affordable and supportive housing options

Brief Description of Request

To make permanent six (6) long standing federally and provincially funded (non-levy) temporary positions in Housing Services. The funding from senior levels of government is ongoing and, sufficient to cover these positions over the long term. Administration funding is from various programs as follows: Homelessness Partnership Strategy (HPS, federal), Investment in Affordable Housing (IAH, federal/provincial), and Community Homelessness Prevention Initiatives (CHPI, provincial). The table below summarizes the positions and the associated funding:

<u>Position</u>	<u>Funding Source</u>
Administrator, Homelessness & Quality Initiatives *	HPS
Program Assistant *	IAH Administration
Housing Coordinator *	IAH Administration
Administrator, Community Housing Programs *	IAH Administration
Social Planning Associate (2 positions) **	CHPI

Notes: *union positions; ** management/management support positions

Justification/Rationale

The Region of Waterloo is the Service Manager for Housing and Homelessness, as mandated by the Province of Ontario. This program area has grown in responsibilities with additional requirements and resources to provide more services, since taking on this role in 2001. Staffing that has been added over the years have been temporary

positions, which makes it difficult to attract and retain qualified staff. Staff turnover, and constant onboarding and training, takes extra time and affects staff’s capacity to accomplish the work that needs to be done.

Housing Services requires these staff positions to accomplish our strategic initiatives. The cost related to these positions will continue to be accommodated within the overall administration funding provided by federal and provincial programs.

Implications of Not Approving

Unionized temporary positions can only be 15 months in length, so there are restrictions to constantly renewing these positions. It is increasingly difficult to attract and retain staff (unionized and management) when positions are temporary or have an “end date,” which means Housing staff will frequently be involved in the hiring process (onboarding and training) for these positions. This means that staff time and energy is not being spent on strategic initiatives, and that the Housing Division’s capacity to get work done is compromised; by the time staff is trained either their contract expires or they post out to other available permanent positions.

Budget Requirements

OPERATING BUDGET (\$000s)	Annualized 2018
Expenditures	
Salary & Benefits (Permanent)	\$ 579
Salary & Benefits (Temporary)	(579)
Total Operating Expenditures	\$ 0
Net Regional Levy	\$0
Incremental Operating Budget Impact	\$0

STAFF REQUIREMENTS (FTE)	Annualized 2018
Permanent Staff	
R01716 Admin. Homelessness	1
R01703 Program Assistant	1
R01041 Housing Coordinator	1
R01650 Admin Comm Housing Program	1
R01650 Social Planning Associate	2
Temporary Staff	
6 positions noted above, converted from temporary status to permanent as noted above	(6)
Incremental Staffing Impact	0

Council Decision

The budget issue paper was approved as submitted.



The Regional Municipality of Waterloo

2018 Budget – Major Budget Issue

Resources to Increase Resident and Staff Safety – Sunnyside Home
Community Services
Strategic Plan Focus Area Healthy, Safe and Inclusive Communities
Strategic Objective or Action Promote and support healthy living and prevent disease and injury

Brief Description of Request

The following increases to the staff complement at Sunnyside Home are requested, to take effect upon approval.

1. Increase Personal Support Workers (PSW) by 1.0 permanent FTE position to provide 1 on 1 support to high risk residents of the home who require additional staffing supports. This PSW role would be assigned to various high risk residents on a temporary basis, based on need. This position will be 100% funded by the Ministry of Health and Long Term Care.
2. Increase Recreation Assistants (RA) by 0.6 permanent FTE position to provide supports related to the Behavioural Supports program. This position will be 100% funded by the Ministry of Health and Long Term Care.

Justification/Rationale

New residents to Sunnyside Home are increasingly being admitted with advanced dementias such as Alzheimer's disease. This can result in increased confusion and behavioural challenges. To keep both residents and staff safe, one on one staffing is regularly required for residents with high risk behaviours, especially following a new admission. One on one staffing is maintained until a resident's care plan has been adjusted and interventions have been put in place to ensure ongoing resident and staff safety.

One on one staffing for behavioural management in long term care is eligible for provincial funding on a cost recovery basis through the Ministry of Health and Long Term Care's (MOHLTC), High Intensity Needs Funds (HINF).

The Behavioural Supports Ontario (BSO) initiative also provides additional funding to long term care homes to develop and implement care plans and interventions for residents with behaviours resulting from advanced dementia. The BSO program has provided additional base funding to Sunnyside Home. The funding will be used to develop the BSO program and add an additional PT Recreation Assistant to the BSO team.

Securing staff to provide one on one care and BSO support takes away from the existing staff pool needed to fill regular vacancies in the home. Providing designated FTEs for one on one and BSO supports will help to alleviate this pressure to the direct care staffing pool.

Implications of Not Approving

If not approved, staffing required for one on one care and BSO supports will continue to be accessed from the regular staff pool. This will lead to increased staff shortages, inability to fill regular shifts due to vacations or illness and increased overtime costs to maintain staffing levels.

Budget Requirements

OPERATING BUDGET (\$000s)	Annualized 2018
Expenditures	
Wages & Benefits – PSW	\$ 72
Wages & Benefits – RA	34
Total Operating Expenditures	\$ 106
Revenues	
Province of Ontario	106
Total Operating Revenue	\$ 106
Net Regional Levy	\$ 0
Incremental Operating Budget Impact	\$ 0

STAFF REQUIREMENTS (FTE)	Annualized 2018
Permanent Staff	
Personal Support Worker	1.0
Recreation Assistant	0.6
Incremental Staffing Impact	1.6

Performance Measures

	2015	2016	2017 (as at June 30, 2017)	2018 (estimated)
High Intensity Needs Funding (annual claims to the Ministry of Health)	\$47,737	\$98,831	\$214,493	\$300,000

Council Decision

The budget issue paper was approved as submitted.



The Regional Municipality of Waterloo

2018 Budget – Major Budget Issue

Provincial Offences Court - Clerk
Planning, Development & Legislative Services – Legal Services
Strategic Plan Focus Area Responsive and Engaging Government Services
Strategic Objective Ensure regional programs and services are efficient, effective and provide value for money.

Brief Description of Request

Provincial Offences Act (POA) Prosecutions requires an additional full time Clerk II.

Justification/Rationale

The POA Court is responsible for the administration of justice in connection with *Federal Contraventions Act* and *Provincial Offences Act* matters. The POA Court deals with non-criminal charges. Most of these charges are laid pursuant to Provincial legislation such as *Highway Traffic Act*, *Compulsory Automobile Insurance Act*, *Liquor Licence Act* and Regional by-laws, and are commonly referred to as “tickets”. The Legal Services Division is responsible for the prosecution of defendants in the Ontario Court of Justice and court administration is handled by Council and Administrative Services Division.

Effective April 2012, the Province amended the *Provincial Offences Act* to provide for defendant access to justice in a more convenient manner. These legislative changes include a request for an “early resolution” meeting with a prosecutor or a request for a trial may be made by mail. Previously, the defendant was required to attend in person at the Court administrative offices to file such a request. Moreover, these legislative changes now permit a defendant to “attend” early resolution meetings and court proceedings by telephone. Previously, the defendant was required to attend in person for early resolution meetings and court proceedings.

Since the above noted amendments to the *Provincial Offences Act* were implemented, there has been a substantial increase in the number of defendants requesting early resolution meetings and trials. Experience to date suggests this increase is attributable to these legislative amendments providing for much greater convenience associated

with exercising these rights. These changes have significantly impacted the Prosecutors' office. In order to maintain service levels, a Temporary Clerk II position was added in September 2013. This increased the complement of administrative staff in the Prosecutors' office from two to three. The contract for the Temporary Clerk II position expired in February 2016. In 2015 a Budget Issue Paper ("BIP") was submitted to Regional Council to extend the Clerk II position through 2016 however this BIP was not approved and the Prosecutors' office's administrative staff was reduced from 3 to 2.

In order to manage with this reduction in staff, a consultant was retained to conduct a LEAN review in February 2016. This proved to be a valuable exercise and a number of changes were implemented to improve efficiency. However, also in 2016 the Waterloo Regional Police Service changed its disclosure practices which resulted in an increased administrative workload for the Prosecutors' office. Further, the volume of charges in 2016 and 2017 continued to increase leaving the Prosecutors' office unable to effectively process the current level of charges. If charges are not prosecuted on a timely basis this will lead to an increase in Charter Applications seeking to stay charges due to unreasonable delay. These applications are time consuming which will contribute to increasing the backlog of cases waiting to be heard and may lead to an increase in charges stayed or withdrawn.

In order to handle this further increase in volume in 2017 the Prosecutors' office has used temporary staff to maintain service levels.

For the period 2004-2012, the average number of charges prosecuted per annum was **10,794**. The following is the volume of charges handled by Prosecutions staff from 2012 to present:

2013	15,615
2014	12,015
2015	14,067
2016	16,220
2017	17,381 (projected, based on data to the end of August 2017)

It is apparent that due to legislative changes the volume of charges the Prosecutors' office prosecutes has permanently increased. The volume of charges for 2017 represents a **61%** increase as compared with the volume of charges prosecuted prior to the legislative changes. Further, due to this increase in volume a significant backlog in cases waiting to be set for early resolution meetings and trials has developed. In an effort to address this backlog and to avoid charges being lost due to delay, Court Administration has increased the number of court dates (outside of the regularly

scheduled court dates), further increasing the workload for the Prosecutors' office administrative staff.

Implications of Not Approving

The Region risks non-compliance in regard to its Memorandum of Understanding ("MOU") with the Province if the Prosecutors' office is unable to handle this increase in volume. Pursuant to section 5.3.1 of the MOU and subsections 162(3) and 162(4) of the *Provincial Offences Act*, the Region of Waterloo is obligated to prosecute these charges efficiently and effectively within the standards set out therein, failing which the Region of Waterloo may be subject to sanctions for the failure to meet those obligations. The Prosecutorial Standards which form part of the MOU include, but are not limited to: ensuring the timeliness of prosecutions; notifying prosecution witnesses of dates and times of hearings; and ensuring provision of full and timely disclosure. Failing to comply with the terms above would contravene the Provincial MOU. Further, if the tasks carried out by the Prosecutions Clerk II are not performed, there will be a significant impact on the timeliness of service provided to the public. Delay in performing administrative tasks will lead to charges being dismissed or withdrawn. The experience in other jurisdictions has shown that dropped charges will result and this in turn will likely lead to an erosion of public trust and confidence in court services.

Budget Requirements

OPERATING BUDGET (\$000s)	Annualized 2018
Expenditures	
Salary and Benefits	\$ 71
Total Operating Expenditures	\$ 71
Revenue	
POA revenue	\$ 71
Total Revenue	\$ 71
Net Regional Levy	\$ 0
Incremental Operating Budget Impact	\$ 0

STAFF REQUIREMENTS (FTE)	Annualized 2018
Permanent Staff	
Prosecutions Clerk II	1.0
Incremental Staffing Impact	1.0

Performance Measures

Year	Volume of Charges
2009	10,084
2010	9,699
2011	11,499
2012	10,816
2013	15,615
2014	12,015
2015	14,067
2016	16,220
2017	17,381

Council Decision

The budget issue paper was approved as submitted.



The Regional Municipality of Waterloo

2018 Budget – Major Budget Issue

Modification of Staffing Mix in Vaccine Preventable Diseases Program
Public Health and Emergency Services
Strategic Plan Focus Areas Healthy, Safe and Inclusive Communities/ Responsive and Engaging Government Services
Strategic Objective or Action Attract, support and retain skilled, engaged and diverse employees

Brief Description of Request

An additional 1.1 FTE (at zero additional cost) is requested to maximize staffing resources and optimize the staffing mix in Vaccine Preventable Diseases Program. Converting a vacant Registered Nurse position and casual Public Health Nursing hours to Registered Practical Nurse positions/hours ensures the appropriate mix of nursing staff and increases the number of nursing hours available to responding to increasing provincial requirements in the program area.

Justification/Rationale

In recent years, the Ministry of Health and Long Term Care has introduced additional vaccine requirements into Public Health mandatory programming. No additional resources have been provided to offset the incremental staffing requirements and related costs. As a result, for several years the staffing costs in the Vaccine Preventable Diseases budget have exceeded budget provisions.

Traditionally, the mix of front line staffing in the Vaccine Preventable Diseases program has included Public Health Nurses (PHN) and Registered Nurses (RN). Recently, a new classification Registered Practical Nurse (RPN) has been introduced into the staffing mix. The total cost of salary/wage and benefits for RPN's is significantly less than that of either the RN or the PHN classification. By converting a vacant RN position and casual PHN hours to the RPN classification, an additional 2,000 hours (equal to 1.1 FTE) of time is available to the program at no additional cost. The additional hours will assist in addressing the Ministry's increased program requirements.

Implications of Not Approving

If the additional hours (at zero additional cost) are not approved, the current complement (and overall nursing resources/hours) in the budget for this program will be insufficient to meet the increased program requirements. The Public Health Department will not be able to efficiently staff the Vaccine Preventable Diseases program.

Budget Requirements

STAFF REQUIREMENTS (FTE)	Annualized 2018
Permanent Staff	
Remove 1.0 Registered Nurse (Full Time)	(1.0)
Remove 1.0 Public Health Nurse (casual)	(1.0)
Add 1.0 Registered Practical Nurse (Full Time)	1.0
Add 2.1 Registered Practical Nurse (casual)	2.1
Incremental Staffing Impact	1.1

Council Decision

The budget issue paper was approved as submitted.



The Regional Municipality of Waterloo

2018 Budget – Major Budget Issue

Temporary Increase for SFCC Staff to Support the Launch of ION
Transportation and Environmental Services/ Human Resources and Citizen Service
Strategic Plan Focus Area Responsive and Engaging Government Services
Strategic Objective or Action Provide excellent citizen-centered services.

Brief Description of Request

It is anticipated that with the launch of ION that there will be an increased volume of calls to the Service First Call Centre (SFCC). Additional SFCC staff will be required to ensure that the calls are answered in a timely manner. In most cases, these calls tend to be immediate questions (e.g. when is the next train?). Timing is critical to respond to the immediate nature of the calls to ensure that lack of support from the call centre does not impact the success of the ION launch in 2018.

Justification/Rationale

The proposed resourcing strategy recognizes that the transition and launch of the new system will initially require a number of staff and an increased level of effort to support questions on the transit system changes and schedules. This will support citizens as they adapt to new expectations and schedules. The request for temporary resources, rather than permanent, reflects a need to assess the ongoing increase in volumes to ensure that staffing reflects actual long term requirements rather than assuming the launch will reflect a “new normal” of higher volume of calls at the SFCC. Data will be monitored to ensure that staffing levels reflect the needs of the community over the course of the year and resources will be adjusted and scheduled accordingly.

Ensuring adequate staffing to launch and sustain these new service levels is vital to citizens’ successful understanding and adoption of and enthusiasm for the new service, and continued trust in the Region. The SFCC anticipates hiring staff approximately 3 months before service start to allow time for necessary training. Timing of hiring new staff will be coordinated with anticipated start of service and will be adjusted if necessary. In order to maintain a comparable level of citizen service as provided today,

and based on the experience of other jurisdictions, staff is recommending an additional 2 temporary full time staff and 2.3 temporary part time staff.

Implications of Not Approving

The SFCC is the main point of access to all Regional services and information and is therefore critical for supporting citizens. Currently, GRT calls account for, on average, more than one quarter of all calls to the SFCC. Based on the experience of other jurisdictions, there will be a rise in calls with the launch of ION and therefore inadequate staffing at launch and thereafter will compromise service and response time for every Regional division, in addition to frustrating citizens calling with Transit questions. It is important for a successful launch of the new LRT service that poor support at the call centre does not impact the perception of the entire system.

Budget Requirements

The request is for temporary FTEs funded from the Regional Transportation Master Plan Reserve Fund in 2018 and 2019. There is currently no request for annualized funding.

OPERATING BUDGET (\$000s)	2018	2019	2020
Expenditures			
Salary and Benefits	\$ 226	\$ 45	
PC's and licenses	6	0	
Total Operating Expenditures	\$ 232	\$ 45	\$ 0
Revenues			
Regional Transportation Master Plan Reserve Fund	232	45	
Total Operating Revenue	\$ 232	\$ 45	
Net Regional Levy	\$ 0	\$ 0	\$ 0
Incremental Operating Budget Impact	\$ 0	\$ 0	\$ 0

STAFF REQUIREMENTS (FTE)	2018	2019	2020
Temporary Staff			
Customer Service Representative (FT)	2.0	2.0	0
Customer Service Representative (PT)	2.3	2.3	0
Total Staffing Impact	4.3	4.3	0
Incremental Staffing Impact	4.3	0	(4.3)

Council Decision

The budget issue paper was approved as submitted.



The Regional Municipality of Waterloo

2018 Budget – Major Budget Issue

Water Services Program Implementation - Asset Management
Transportation and Environmental Services
Strategic Plan Focus Area Responsive and Engaging Government Services
Strategic Objective or Action Ensure regional programs and services are efficient, effective and provide value for money

Brief Description of Request

Addition of one permanent Water Supervisor and one permanent Water Project Engineer (Water Services – Asset Management) to ensure continuation of operations and systems during the replacement of critical infrastructure and the implementation of the enhanced asset management program.

Justification/Rationale

Water Services is implementing a full replacement of the Supervisory Control and Data Acquisition (SCADA) System. This is a complex, multi-year \$20 million project which requires extensive operational coordination and stringent technical oversight to ensure the safe supply of water without disruption. The position would provide the supervision and coordination for the development of technical standards, and for the design, implementation and commissioning of the SCADA System. The cost of the position would initially be funded from the proposed 2018 Water Capital Program, project #04969, SCADA Communications Strategy and Upgrades, for 2018-2021 and transferred to the operating budget in 2022.

Through Asset Management (AM), Water Services is optimizing its capital program and is ensuring the long-term sustainability and reliability of its \$2 billion assets. The program functions have expanded over the past year with the selection, purchase and implementation of both Lucity and Decision Support System (DSS), a multi-year project with an estimated cost of over \$10 million. The data and recommendations from these AM systems are critical to optimize the capital program and effectively manage all of the assets. The position would provide the technical expertise and support to implement the AM program and data management required for the two software systems above.

The cost of this position would be funded from the proposed 2018 Water and Wastewater Capital Programs, projects #04159 and #08327 Asset Management, respectively in 2018-2021 and transferred to the operating budget in 2022.

Implications of Not Approving

Not approving these permanent positions would result in significant delays in delivering these two critical capital initiatives. A long delay in the replacement of the SCADA system could impact compliance with regulations if the communication system were to improperly operate or fail.

The Asset Management project is part of a larger Provincial and corporate initiative to maintain assets and avoid any major failures of equipment that could affect service to the community. Implementation and Data Management of the software systems to support asset management is a critical function underpinning the Asset Management project.

Budget Requirements

OPERATING BUDGET (\$000s)	2018	2019-2022	Annualized 2022
Expenditures			
1.0 FTE Water Supervisor, Systems	\$ 105	\$ 140	\$ 140
1.0 FTE Water Project Engineer	105	\$ 140	\$ 140
General training and office costs	9	4	4
Total Operating Expenditures	\$ 219	\$ 284	\$ 284
Revenues			
Recovery from capital	219	284	
User rate revenue			284
Total Operating Revenue	\$ 219	\$ 284	\$ 284
Net Regional Levy	\$ 0	\$ 0	\$ 0
Incremental Operating Budget Impact	\$ 0	\$ 0	\$ 0

STAFF REQUIREMENTS (FTE)	Annualized 2018
Permanent Staff	
Water Supervisor, Systems (Water)	1
Water Project Engineer (Water Services)	1
Incremental Staffing Impact	2

Council Decision

The budget issue paper was approved as submitted.



The Regional Municipality of Waterloo

2018 Budget – Major Budget Issue

2018 Paramedic Services Master Plan Implementation
Public Health and Emergency Services
Strategic Plan Focus Area Section Healthy, Safe and Inclusive Communities
Strategic Objective or Action subsection Optimize Paramedic Services to improve service standards and response times by developing an updated Paramedic Services Master Plan.

Brief Description of Request

This request is in line with the second year (i.e. 2018) recommendations brought forth in the Paramedic Services Master Plan (2017-2027), inclusive of the carry-over of 1-12-hour unit deferred from the 2017 budget process (see PHE-PSV-16-05 dated October 4, 2016). These increases are required in order to meet ongoing growth in service demand. Region-wide response volume has grown by 50% over the last 10-year period and is expected to grow another 60% over the next 10 years. During this period there has also been a corresponding deterioration in Region wide response times due to rapid response volume growth; more recently this metric is starting to track in a more positive direction.

This request addresses the front line staffing requirements combined with necessary equipment, vehicles and support positions for Paramedic Services as recommended in the Paramedic Services Master Plan, and adopted in principle by Regional Council. The Master Plan resource and staffing enhancements are based on population growth and unit utilization projections, which were identified through data analysis during development of the Master Plan.

Historically, staffing enhancements have been implemented July 1st of the year of approval. This Budget Issue Paper requests the additional frontline staff resources be implemented February 1, 2018. Call volumes continue to grow faster than forecasted in the Master Plan and the unit utilization (UU) rate is remaining near 40%, even with the additional resources approved by Council in July 2017. The Master Plan sets a target of 35% UU rate and to date the service has been unable to make significant progress towards that benchmark given current call volumes and offloads being experienced.

Paramedic Services continues to monitor and evaluate service demand and the ability to respond to the increases in demand. Resource enhancements are required as call volumes grow in order to maintain response times in the target range; progress towards the approved UU range of 35% and as well as ensuring the availability of EMS resources at all times. This request includes all identified critical resources outlined in the Master Plan to accommodate the staffing and support for the additional resourcing based on detailed analysis and current demand.

Justification/Rationale

The Region of Waterloo Paramedic Services Division is undergoing transition to a more performance based system. The transition, which commenced about three years ago, supported by Regional senior administration and elected officials, includes emphasis on:

- Enhanced accountability
- Quality performance
- Effective and efficient delivery of the services
- Risk management, and
- Legislative compliance for certification as a land ambulance operator.

So far in 2017 the Service is operating at or over capacity. The service continues to experience frequent episodic periods of Code Yellow (3 or fewer ambulances are available to respond to the next call) and Code Red (no ambulances are available / they all are tied up on calls), notwithstanding best efforts to align ambulance staffing to hourly variations in demand and service enhancements approved by Regional Council over the same time frames. Even with the three additional ambulances added July 1, 2017, UU for 2017 is projected to be 39-40%, and response time is projected to remain around 9 minutes 30 seconds (at the 80th percentile). Offload delays have increased during 2017 and is currently up 122% from this time last year.

With Regional Council's approval, 3 additional 12-hour ambulances were implemented in July 2017. However, service performance is not expected to change significantly, due principally to the projected rapid rise in service demand to more than 52,000 vehicle responses by year end (a 6% increase from 2016 volume of 48,000). This is well ahead of the call volumes expected and projected in the Master Plan document.

Population growth, and in particular, growth in the senior's population (65+), are the principal drivers of service demand.

Despite recent investments, additional service enhancements will be needed going forward in response to ongoing rapid growth in service demand, which is anticipated to continue throughout the next decade. Call volume growth has been outpacing the Region's ability to gain ground over the Code Reds and Yellows and effectively reduce the UU to the Master Plan target of 35%.

Offload delay is volatile, fluctuating from year to year. Currently, the offload delay level is 122 % higher than at the same point last year. Staff anticipates offload delay will continue to fluctuate and hopefully will not exceed the range experienced over the last 4 years. Paramedic Services has no direct control over offload delay, and ongoing collaboration with the hospitals remains critical. The Ministry of Health and Long-term Care (MOHLTC) may also be considering discontinuing the Offload Nurse funding. Offload nurse funding has been an effective tool in mitigating the impact of Offload delay. A discontinuation of funding could increase the offload delay levels.

The Paramedic Services Master Plan was adopted in principle by Regional Council in the fall of 2016. The Master Plan resource and staffing enhancements are based on population growth and UU projections, which were identified through data analysis during the creation of the Master Plan. The plan allowed for expansion and contraction of the resourcing should it be required. Resource enhancements are required as call volumes grow to maintain emergency response times in the response time target range and approved UU range of 35%, as well as ensuring availability of EMS resources at all times and implementation of critical support roles and functions.

Staff will continue to monitor and report on key indicators and performance measures for the service. If call volumes continue to increase faster than anticipated and there is only limited progress on moving the UU to the target range, it may be necessary to expedite the addition of resources currently recommended in the Master Plan.

Recommendations

In order to respond to growing call volumes and to attain a 35% UU as outlined in the Paramedic Services Master Plan (2017-2027) report the following resources are recommended;

1. Increase peak staffing to 26 ambulances (up from the current 24). This will add **2 additional 12-hour shifts** and includes equipment required to staff these requested ambulances funded from associated reserve funds. This includes 1-12 hour unit from the carry-forward of 2017 and an additional 1-12 hour unit for 2018 as per the Master Plan document. It is recommended that staffing would commence as early in 2018 as possible to address current call volumes and UU rates.

2. To staff the 2 additional 12 hour ambulance shifts, increase **full-time paramedics by 8.0 FTE** i.e. 138 FTE (up from the current 130), and increase **part-time paramedics by 2.0 FTE** to 44.2 FTE (up from 42.2) effective February 1st, 2018.

3. Given the Region's emphasis on accountability, quality and risk management, the number of **Operations Supervisors** should be increased to a minimum of ten as per the Master Plan. An addition **of 1.0 FTE** in 2018 will complete this requirement. This will enable shift coverage with a minimum of 2 Operations Supervisors round-the-clock, as per industry leading practices. This change will also result in a more appropriate paramedics-to-Operations Supervisor ratio of 25:1.

4. In consideration of the Region's emphasis on enhanced accountability, quality performance and risk management, staff recommend that the staffing level for the Performance Standards training function be increased by **1.0 FTE**, as per peer leading practices. For this purpose, we recommend recruitment of a **Training Coordinator**.

5. Introduce **1.0 FTE** for a **Performance and Data Analyst** position effective 2018. Key functions of this position will include performance measurement, data analysis, trending analytics, modelling scenarios as well as creating live report dash-boarding.

6. Add **2.0 FTE Logistics** positions effective July 1st, 2018 to accommodate increases in staffing and vehicle resources. These positions will be required to ensure operational readiness for vehicles and equipment as crews book on for service.

7. Add **1.5 FTE** in **Human Resources and Citizen Service** functions effective 2018 for direct support of Paramedic Services Operations. These positions would assist with return to work programs, WSIB, return to clinical practice as well as labour relations and collective bargaining issues.

8. Increase the **administration vehicle complement by 2 vehicles** to accommodate the travel for administrative staff and on-call Duty Officers. These vehicles will also assist with accommodated staff performing travel duties within their limitations. The vehicles may also be used to transport staff to and from hospitals at end of shifts to relieve them of duty and deliver new staff to take over patients in offload delay.

9. Add **0.5 FTE Scheduler in 2018** to bring the complement to 2.0. This position will assist in maintaining scheduling in extended hours. This will allow Operations Supervisors to focus on other duties such as offload delay and end of shift management duties.

10. Increase the number of **Emergency Response Units by one (1) vehicle**. The purpose of this addition is to right size the fleet for these vehicles to ensure the service has enough resources to carry out day to day operations given the approved staffing pattern.

Implications of Not Approving

Existing Paramedic Services resources continue to be fully utilized given the current call volume and demand. Paramedic Services also relies heavily on surrounding services to fill in the gaps for service when the Region is unable to respond, which is in contrast to the self-sustaining model we are working toward. While past service enhancements approved by Council have slowed the slide of response time Region-wide, call volumes have grown by over 30% since 2008, presumably due to a growing and aging population. Call volumes in 2017 have not shown any slowing and have in fact grown by another 6.4 % during the first 6 months of the year. The Region has also experienced increased Code Yellow and Code Red periods in 2017 (as shown in the Performance Measures section of the Issue Paper) as well as increased Offload Delay as previously indicated. This upward trending in call volume has continued into Q3 of this year.

Not approving will impact overall Region-wide response times in comparison with a scenario where resources are added, because call volume growth will not have been offset by additional resources. The Region's ability to meet the targets approved by Council in the Response Time Performance Plan will also be negatively affected. The Region submits annual reports to the MOHLTC regarding its response time performance. Increased call volumes will also drive Code Yellow and Code Red numbers higher without the additional resources requested. As per the Paramedic Services Master Plan (2017-2027) UU rates will also continue to grow from the already high end rate of nearly 40%; this could lead to negative effects on staff and patients, as well as increases to the number of Code Reds and Yellows.

Budget Requirements

OPERATING BUDGET (\$000s)	2018	2019	Annualized 2020
Expenditures			
Staffing	\$1,513	\$2,111	\$ 2,111
Uniforms, Supplies, Fleet Maintenance	134	147	147
Contribution to Reserves	232	232	232
Total Operating Expenditures	\$1,879	\$2,490	\$ 2,490
Revenues			
Provincial Subsidy	\$0	\$940	\$1,245
Tax Stabilization Reserve	940	305	0
Total Operating Revenue	\$940	\$1,245	\$1,245
Net Regional Levy	\$939	\$1,245	\$ 1,245
Incremental Operating Budget Impact	\$939	\$306	\$0

STAFF REQUIREMENTS (FTE)	2018 Annualized
Permanent Staff	
Paramedics – February 1st	10.0
Supervisor, Operations – July 1st	1.0
Logistics & Planning Technicians – July 1st	2.0
Coordinator, Training – Oct 1st	1.0
Performance Data Analyst – Oct. 1st	1.0
Labour Relations/Return to Work – Oct. 1st	1.5
Assistant, Scheduler – July 1st	0.5
Total Staffing Impact	17.0
Incremental Staffing Impact	17.0

CAPITAL PLAN (\$000s)	2018
Expenditures	
Ambulances (2 staffed, 2 spare)	\$ 839
Emergency Response Unit	100
Admin Vehicles (2)	80
Office Furniture & Equipment	80
Total Capital Expenditures	\$ 1,099
Sources of Funding/Financing	
Paramedic Services Equipment Reserve	\$ 80
Paramedic Services Vehicle Reserve	1,019
Total Capital Financing	\$ 1,099

Performance Measures

	2013	2014	2015	2016	2017 (YTD)
Unit Utilization	40.9%	37.5%	40.2%	38.7%	39.2% (to Oct 31)
80 th Percentile Response Time	9:20	9:36	9:49	9:37	9:20 (to Oct 31)
Vehicle Responses	40,238	42,096	45,344	48,577	39,274 (to Oct 31; year-end forecast: 52,000)
Code Reds % of year	0.32%	0.55%	1.10%	0.64%	0.79%
Code Reds count	88	136	254	182	175 (to Oct 31)
Code Yellows % of year	6.0%	9.3%	13.3%	10.5%	10.4%
Code Yellow count	722	827	1,480	1,203	892 (to Oct 31)

The budget issue paper was approved as submitted.



The Regional Municipality of Waterloo
2018 Budget – Major Budget Issue

Resident Care Coordinator, Sunnyside Home – 1 Full Time Equivalent
Community Services
Strategic Plan Focus Area Healthy Safe and Inclusive Communities
Strategic Objective or Action Promote and support healthy living and prevent disease and injury

Brief Description of Request

One (1) additional full time Resident Care Coordinator is requested for the resident care management team. The addition of one RCC would decrease the management/staff ratio from 1-85 to 1-64 at Sunnyside Home and provide greater management support during evenings and weekends. This increase would be effective July 1, 2018.

Currently, Sunnyside Home has three RCCs who are responsible for managing 256 direct care staff. The staff supervised consist of Personal Support Workers (PSWs), Registered Practical Nurses (RPNs) and Registered Nurses (RNs) working at Sunnyside Home. This is an average ratio of 85 staff to each Coordinator.

Justification/Rationale

As the number of direct care staff members has increased over the years at Sunnyside, the number of FTEs devoted to staff oversight has remained the same. Some repurposing of staff resources has occurred but the ratio of staff to management in resident care is an ongoing challenge.

Sunnyside’s 3 RCCs provide management coverage during days, evenings and weekends (1 per building during the day and 1 for both buildings during the evening). These RCCs provide oversight to 256 PSWs, RPNs and RNs. The average oversight ratio is 1 manager to 85 staff with the Evening RCC having 117 direct reports. The current management/staff ratio does not allow the RCCs to find time for critical management duties such as staff oversight, performance management, coaching and following up with family concerns/complaints in a timely manner.

The addition of a 4th RCC would allow staff to be better supported, decrease burnout and risk resulting from lack of oversight. It is hoped that through further re-allocation of staff that management/staff ratios could be further reduced in future within the existing budget.

Implications of Not Approving

If not approved, management to direct care staff ratios at Sunnyside Home will continue to average 1/85 with evening management/staff ratios of 1/117 or greater. It is not reasonable to expect effective oversight and guidance of staff to be provided. This will result in continued risk of staff errors, non compliance with policies, poor team development and potentially increased complaints.

Budget Requirements

OPERATING BUDGET (\$000s)	2018	Annualized 2019
Expenditures		
Salary & Benefits	\$ 70	\$ 140
Total Operating Expenditures	\$ 70	\$ 140
Net Regional Levy	\$ 70	\$ 140
Incremental Operating Budget Impact	\$ 70	\$ 70

STAFF REQUIREMENTS (FTE)	Annualized 2018
Permanent Staff	
Resident Care Coordinator	1.0
Incremental Staffing Impact	1.0

Performance Measures

	2015	2016	2017	2018
Resident Care Staffing to Supervisor	1:96	1:100	1:85	1:64

Council Decision

The budget issue paper was approved as submitted.



The Regional Municipality of Waterloo

2018 Budget – Major Budget Issue

Staff Development Coordinator – Increase 0.25 FTE
Community Services
Strategic Plan Focus Area Healthy Safe and Inclusive Communities
Strategic Objective or Action Promote and support healthy living and prevent disease and injury

Brief Description of Request

A 0.25 FTE increase in the Staff Development Coordinator (SDC) role within Seniors' Services to FT (1.0 FTE) is requested to provide training and education for 433 staff and ensure a more effective training program for the division. This increase would be effective July 1, 2018.

The SDC leads divisional staff orientation, mandatory training and develops/coordinates education for both in class and online education sessions. The SDC is challenged to provide an effective education program as required by legislation to this number of staff on a less than full-time basis.

Justification/Rationale

As staff numbers increase and residents and clients in Seniors' Services become more medically complex, increased customized training is required, particularly related to emerging research and best practices in dementia care. An additional 0.25 FTE would allow the SDC to provide more "on the floor" training to support direct care staff. These are the staff which require the most support but are often unable to participate in training due to an inability to leave their work areas based on care needs of the residents/clients and the lack of backfill funds available to relieve them to participate.

The Ministry of Health and Long Term Care mandates that all long term care staff receive mandatory training each year. Additional on the floor training time will support the Region's ability to meet this mandate.

Implications of Not Approving

If not approved, training for direct care staff in Seniors' Services will continue primarily through in class and online sessions. In this format, many staff in direct care will not be able to actively participate and will be left behind on new knowledge in the rapidly changing seniors and dementia care field. There is also increased risk that mandatory training requirements for all long term care staff will not be met. This puts Sunnyside at risk for non-compliance with the LTC Homes Act.

Budget Requirements

OPERATING BUDGET (\$000s)	2018	Annualized 2019
Expenditures		
Salary & Benefits	\$ 10	\$ 21
Total Operating Expenditures	\$ 10	\$ 21
Net Regional Levy	\$ 10	\$ 21
Incremental Operating Budget Impact	\$ 10	\$ 11

STAFF REQUIREMENTS (FTE)	Annualized 2018
Permanent Staff	
Coordinator, Staff Development	0.25
Incremental Staffing Impact	0.25

Performance Measures

	2015	2016	2017	2018
Active employees to complete mandatory annual training	401	413	433	433

Council Decision

The budget issue paper was approved as submitted.



The Regional Municipality of Waterloo

2018 Budget – Major Budget Issue

Grand River Transit Business Plan 2017-2021 Implementation
Transportation & Environmental Services
Strategic Plan Focus Area Sustainable Transportation
Strategic Objective or Action Create a public transportation network that is integrated, accessible, affordable and sustainable.

Brief Description of Request

The Grand River Transit (GRT) 2017-2021 Business Plan approved by Regional Council in August 2017 guides the planned improvements to the regional transit network and service levels over five years to work towards achieving the approved Regional Transportation Master Plan (RTMP) ridership targets for 2021 and 2031. The transit service improvements recommended in the Business Plan would complete the iXpress network, realign routes to more of a grid network connecting to ION stations and provide more frequent service on high ridership corridors.

Justification/Rationale

The 2017-2021 GRT Business Plan identifies the transit network changes and service level improvements required over five years to work towards attaining the current RTMP transit ridership targets, support the Region Official Plan growth and urban intensification goals, and to achieve seamless integration of the ION LRT, ION BUS, iXpress and local bus services.

Proposed 2018 Service Improvements

The proposed 2018 service improvements would be implemented in two stages. The initial improvements would be implemented with the launch of ION LRT, and involves the restructuring of routes to more directly connect with ION stations and minimize duplication of service. These changes would involve the reallocation of existing resources and do not have any budgetary impact.

The proposed service changes for September 2018 relate to improved service to Conestoga College and to better integrate with ION LRT level of service. These changes have budget requirements. Highlights include:

- 201 iXpress – extend from Block Line Station to Conestoga College, replacing the current Route 116 College express with frequent, all-day service.
- Routes 10 Conestoga College – more direct service between Fairway Station and Conestoga College
- Extend hours of operation and frequency of service on selected routes to coordinate with ION LRT level of service.
- Contingency hours to respond to service gaps, operational issues and increased ridership demands due to impact of ION LRT.

In addition to the direct operating costs and revenues associated with proposed service improvements for existing routes, there are additional costs associated with marketing initiatives to be included in the implementation of the GRT business plan.

The plan is to implement a more extensive marketing program to leverage the significant regional transit investments such as LRT and EasyGO fare card system. The program would create greater awareness of the improved competitiveness of GRT to encourage more frequent use and loyalty among existing riders and more importantly to entice new riders to GRT.

Specific marketing activities are described in the GRT Business Plan and would include items such as implementing a public engagement program, continuing the strategy to create ION awareness, develop a digital marketing strategy to attract new riders to transit, encourage transit use through travel training programs and create partnerships with local businesses and organizations. Activities would also include promoting the integration of GRT with ION (New Directions plan) and the expansion of customer services as well as continuing the promotion of the EasyGO fare system. A street team will be used to promote and distribute new EasyGO fare cards.

The 2018 capital requirements needed to support the implementation of the service improvements and the business plan are included.

Implications of Not Approving

The fundamental strategy of the RTMP is to implement additional transit service to avoid or defer a number of road projects that are costly and disruptive to implement. The RTMP concluded that not implementing the plan would result in the need to expand the road network by about 25 percent or add about 500 new lane kilometres (added to existing roads or by building new roads) within the urban areas. The RTMP reduces this need by about 40% (220 lane kilometres).

Not implementing the proposed transit service improvements would negatively affect ridership growth momentum, thereby increasing the risk of not achieving the RTMP transit modal share targets and broader objectives of creating a vibrant, environmentally and socially sustainable community. Not implementing proposed service improvements to the bus network would not maximize the ridership benefit provided by the high-capacity ION LRT.

Without the improvements on routes serving Conestoga College (Routes 10 and 201), the service in that area would continue to not meet customer demands on routes that are causing overloads. Some customers have been left at stops due to the loads on the buses.

Without increasing service to match the ION schedule times, the integration of the service will be less effective and customers will not be able to make complete journeys affecting potential ridership gains.

Without the contingency funds, GRT will not be able to effectively react to ridership growth or service level issues that typically occur with such a major change in service when an LRT is introduced to a community. That will in turn not provide for the potential ridership gains that are possible.

Budget Requirements

OPERATING BUDGET (\$000s)	2018	Annualized 2019
Expenditures		
Service Operating Costs (Based on 7-yr ~ 35,000 hrs/year in the Business Plan)	\$ 1,039	\$ 3,116
Marketing	100	100
Debt Servicing Costs		144
Total Operating Expenditures	\$ 1,139	\$ 3,360
Revenues		
Ridership fares	166	671
Total Operating Revenue	\$ 166	\$ 671
Net Regional Levy	\$ 973	\$ 2,689
Incremental Operating Budget Impact	\$ 973	\$ 1,716

STAFF REQUIREMENTS (FTE)	Annualized 2018
Permanent Staff	
Transit Operators	20
Fleet Staff (Mechanics)	2
Technology Support Staff	1
Fare System Technician	1
Supervisor - Operations, Fleet, IT	3
Storefront Clerks (1 FT; 2 PT)	2
Recruiter	1
Incremental Staffing Impact	30

CAPITAL PLAN (\$000s) As set out in business plan – for information purposes	2018
Expenditures	
Conestoga College Terminal	1,000
Sunrise Centre Terminal	900
Customer Service Storefront (Frederick)	250
Transit Technology	925
Conestoga Mall Transit Facility Upgrade	50
Transit Facility Design Guidelines	50
Transit Wayfinding Plan	50
Total Capital Expenditures	\$ 3,225
Sources of Funding/Financing	
Tax levy - reserves	1,275
Tax levy - debentures	1,229
Development charges - reserves	601
Development charges - debentures	120
Total Capital Financing	\$ 3,225

Performance Measures

	2013	2014	2015	2016
Revenue Service Hours per Capita (service area)	1.47	1.54	1.58	1.60
Ridership per capita (service area)	50.49	49.71	46.73	43.50
Annual Service Hours	640,620	669,408	687,560	724,321
Annual Ridership (millions)	22	21.5	20.3	19.7
easyGO Traveller Information Usage (millions)	5.361	4.916	7.063	9.469

Council Decision

The budget issue paper was approved as submitted.



The Regional Municipality of Waterloo

2018 Budget – Major Budget Issue

Implementation MobilityPLUS Business Plan
Transportation & Environmental Services
Strategic Plan Focus Area Sustainable Transportation
Strategic Objective or Action Create a public transportation network that is integrated, accessible, affordable and sustainable

Brief Description of Request

In June 2017, Council adopted the MobilityPLUS and Kiwanis Transit Five-Year Business Plan 2017-2021. Within this Plan was the recommendation to continue expanding specialized transit services to levels of comparable sized municipalities. This issue paper outlines the capital and operating budget requirements, needed to expand MobilityPLUS services in 2018 to address unaccommodated requests for accessible transit service. The request is to increase van service by two (2) vehicles (one dedicated vehicle in each service area) and to increase the contracted taxi budget by \$30,000 in 2018. In addition, to further address unaccommodated requests for accessible transit service in both service areas, it is anticipated that two (2) additional vehicles (one dedicated vehicle in each service area) will be requested during the 2019 budget process.

Justification/Rationale

Currently MobilityPLUS is experiencing in excess of 900 unaccommodated trips each month as there has not been an expansion vehicle added since 2015. To accommodate the increasing demand for service, AODA compliance and one-time capital costs as set out in the MobilityPLUS 5-Year Business Plan and based on the Plan, MobilityPLUS and Kiwanis Transit will require two (2) expansion vehicles (one dedicated vehicle in each service area) in 2018. Each expansion MobilityPLUS vehicle will accommodate 6,000 rides annually. MobilityPLUS will also have setup costs in 2018 to complete AODA compliance for expanded eligibility as well as for technology upgrades.

MobilityPLUS will need to develop and implement an updated application and assessment processes to support the expanded eligibility as soon as possible.

Mobility*PLUS* and Kiwanis Transit will work together to establish convenient safe transfer locations for trips beyond the cross-boundary zone.

Implications of Not Approving

As the population ages the incidence of disability will increase. Without continual increases to service levels, Specialized Transit Services will not be able to keep up to this rising demand. Unfulfilled requests for service will increase, rides per registrant will decrease and the benefits in transit services that have been gained over the past years for persons with disabilities could regress.

Budget Requirements

OPERATING BUDGET (\$000s)	2018	Annualized 2019
Expenditures		
Staffing, fuel, repairs (Mobility <i>PLUS</i>)	\$ 59	\$ 175
Contract Taxi (Mobility <i>PLUS</i>)	30	30
Staffing, fuel, repairs (Kiwanis Transit)	85	230
Efficiency Review (one-time)	50	0
Vehicle Replacement	38	38
Debt Servicing Costs		64
Total Operating Expenditures	\$ 262	\$ 537
Revenues		
Fare Revenue	4	14
Total Operating Revenue	\$ 4	\$ 14
Net Regional Levy	\$ 258	\$ 523
Incremental Operating Budget Impact	\$ 258	\$ 265

STAFF REQUIREMENTS (FTE)	Annualized 2018
Permanent Staff	
Specialized Transit Vehicle Operators	1.3
Incremental Staffing Impact	1.3

CAPITAL PLAN (\$000s) as set out in Mobility PLUS business plan – for information purposes	2018
Expenditures	
MobilityPLUS Expansion Vehicle (1 vehicle)	\$ 120
Kiwanis Transit Expansion Vehicle (1 vehicle)	100
Technology Requirements	100
Cross Border Transfer Points and Stop Infrastructure	100
Total Capital Expenditures	\$ 420
Sources of Funding/Financing	
Property Tax – reserves	114
Property Tax – debentures	295
Development charges - reserves	11
Total Capital Financing	\$ 420

Performance Measures

	2013	2014	2015	2016	2017 YTD October
MobilityPLUS Ridership (van, taxi, TaxiSCRIP)	291,110	290,568	293,041	306,164	241,074
MobilityPLUS Revenue-Vehicle Hours	57,044	56,761	57,290	57,473	51,679
MobilityPLUS Unfulfilled Requests	3,584	2,568	2,523	9,603	10,283

Council Decision

The budget issue paper was approved as submitted.



The Regional Municipality of Waterloo

2018 Budget – Major Budget Issue

Ontario Works Discretionary Benefits
Community Services
Strategic Plan Focus Area Healthy, Safe and Inclusive Communities
Strategic Objective or Action Mobilize efforts to reduce poverty and the impacts it has on Waterloo Region residents.

Brief Description of Request

The Employment and Income Support (EIS) Division administers the Ontario Works Discretionary Benefits Program (OWDB) which provides a range of benefits to social assistance recipients, such as dental services, vision services, and food hampers.

A working group established by the Community Services Committee recommended an increase to the annual contribution from the Property Tax Levy of \$235,000 to the OWDB program in order to maintain basic service levels.

Justification/Rationale

In 2012, the Province reduced and capped funding levels for the OWDB. Since that time, the Region has been supplementing the Provincial funds in order to continue providing a range of basic benefits to social assistance recipients. Expenditures have been increasing each year due to increasing demand (e.g., higher Ontario Works caseloads). In addition, the Region continues to be under pressure from some providers of OWDB who continue to advocate for an increase in funding for their services.

Staff has been continuously reviewing the program and researching cost-saving options in consultation with community members, subject matter experts and comparable municipalities. Adjustments have subsequently been made to the program, where feasible. However, the program continues to exceed the budget at current service levels.

Implications of Not Approving

If the additional property tax levy funding is not approved, the Region will either need to discontinue specific benefits, reduce benefit levels or terminate services before year-end. Social assistance recipients would no longer have access to current levels of service for some benefits. The OWDB program is considered to provide services as a last resort in many cases and the Region would be forced to deny support to families in crisis situations.

Budget Requirements

OPERATING BUDGET (\$000s)	Annualized 2018
Expenditures	
Discretionary Benefits	\$ 235
Total Operating Expenditures	\$ 235
Revenues	
Total Operating Revenue	\$ 0
Net Regional Levy	\$ 235
Incremental Operating Budget Impact	\$ 235

Performance Measures

	2014	2015	2016
Total # of requests for OWDB benefits	16,507	17,496	17,435
Total Expenditures under OWDB Program (\$ millions)	\$4.06	\$4.66	\$4.67

Council Decision

The budget issue paper was approved as submitted.



The Regional Municipality of Waterloo

2018 Budget – Major Budget Issue

Waterloo Region Emergency Notification System
Public Health and Emergency Services
Strategic Plan Focus Area Responsive and Engaging Government Services
Strategic Objective or Action Provide excellent citizen-centered services

Brief Description of Request

In 2016 the Region of Waterloo's Emergency Management Office began coordinating/facilitating a process to identify, purchase and implement a Waterloo Region Emergency Notification System (WRENS). This system is envisioned to provide the Region of Waterloo, Waterloo Regional Police Services and all area municipalities (should they elect to participate) the ability to notify the public, businesses and employees, including the Emergency Control Group, during emergencies.

Justification/Rationale

The Region of Waterloo and its partner municipalities have established emergency management programs to help ensure that they are prepared to respond to and manage and recover from any incident that may occur. During certain types of emergencies, Waterloo Region residents and businesses may need to be advised of a situation, what actions or protective measures they need to take, and any other additional information that would be relevant to those affected by the incident. The goal of this regional emergency notification strategy is to ensure a safe and disaster resilient community during certain types of local emergencies, such as boil water advisories, chemical plumes or local weather events such as tornados. This system would also have the ability to notify senior leaders and employees within a municipality so they are aware of and appropriately able to respond to the situation.

The vision is for a system that would utilize multiple means to notify citizens, businesses and employees. The system agreement would be centrally managed by the Region of Waterloo with each local municipality and Waterloo Regional Police Services having administrative rights to the system to activate it as it is needed, when it is needed.

Putting all municipalities and the police in alignment would alleviate the current situation where various systems are utilized throughout Waterloo Region and in some cases, there is no system being used. This need has been identified for a long period of time and centralized leadership on managing the process to achieve the objective has been critical to ensure the consistent engagement of all participants. Recent events such as the tornado in Wellesley Township have reinforced the desire to develop an integrated system.

A WRENS could augment the recent federally mandated wireless public alerting system. In April 2017, the Canadian Radio-television and Telecommunications Commission (CRTC) mandated wireless service providers to implement a wireless public alerting system. This system would expand the existing alerts, such as Amber alerts, beyond radio and television to all Canadian smartphones connected to LTE networks. As it stands right now, emergency alert messages will be issued by provincial Emergency Management Officials.

The Regional Emergency Planning and Advisory Committee (REPAC) provides executive oversight to this initiative with Steering and Working Committees providing guidance and collaboration to move this initiative forward. Membership for these committees is drawn from across all Waterloo Region municipalities, and Waterloo Regional Police Services (WRPS).

Implications of Not Approving

If not approved, residents, businesses and employees would continue to rely on a variety of broader emergency notification systems such as the Weather Network, Environment Canada, and Alert Ready creating a fractured and inconsistent approach to emergency notification. As well, the situation would continue where some residents, businesses and employees are notified if the affected municipality has a system and others are not because there are municipalities, including WRPS and the Region of Waterloo, who do not have an emergency notification system.

Budget Requirements

OPERATING BUDGET (\$000s)	2018	Annualized 2019
Expenditures		
System Operating Costs	\$ 150	\$ 200
Total Operating Expenditures	\$ 150	\$ 200
Revenues		
Recoveries from other partners (1)	\$ 90	\$ 140
Total Operating Revenue	\$ 90	\$ 140
Net Regional Levy	\$ 60	\$ 60
Incremental Operating Budget Impact	\$ 60	\$ 0

(1) Assumes the cost of operation will be apportioned between the Region (45%) and the area municipalities (55%). Recoveries also include \$30,000 from Waterloo Regional Police.

Council Decision

The budget issue paper was approved as submitted.



The Regional Municipality of Waterloo

2018 Budget – Major Budget Issue

Grand River Transit – Permanent Extension of Service - Route 77 Wilmot
Transportation & Environmental Services
Strategic Plan Focus Area Sustainable Transportation
Strategic Objective or Action Create a public transportation network that is integrated, accessible, affordable and sustainable

Brief Description of Request

The Route 77 Wilmot BusPLUS transit route became a permanent service in April 2016 following a successful one year pilot using funding from the MTO's Community Transportation Pilot Grant Program. In early 2017, additional pilot funds became available from the MTO that allowed additional service to be added to the route in the midday and in the early morning. This funding runs until March 31, 2018. In order to continue the additional service beyond that point, funds will need to be provided in the 2018 Regional operating budget.

Justification/Rationale

Since the introduction of the route, ridership has continued to grow with generally positive comments about the route. One of the main concerns that have been raised is the level of service and how additional trips would be beneficial. The second round of MTO funding has helped introduce some of this service with additional trips being added in June 2017. To date, the additional service has shown a positive impact and contributed to an increased ridership of 30% over the same period in 2016.

Implications of Not Approving

Without approval of funds, the existing pilot service providing additional trips will end on March 31, 2018 as no funding will be available to continue the service. The route will continue to operate with the original level of service only. Of the current 9 roundtrips on the route, two roundtrips would be removed; or roughly 22% of the service.

Budget Requirements

OPERATING BUDGET (\$000s)	2018	Annualized 2019
Expenditures		
Service Operating Costs (in-year implementation)	\$ 31	\$ 42
Total On-going Operating Expenditures	\$ 31	\$ 42
Revenues		
Ridership fares	4	5
Total On-going Operating Revenue	\$ 4	\$ 5
Net Regional Levy	\$ 27	\$ 37
Incremental Operating Budget Impact	\$ 27	\$ 10

Note: The annual tax levy requirement for this service will be area-rated to the Township of Wilmot.

Performance Measures

Month	Boardings 2016	Boardings 2017	Avg. Daily Boardings 2016	Avg. Daily Boardings 2017
June	819	1,196	37	54
July	935	1,032	45	49
August	785	1,154	34	50
September	872	1,302	40	62

Council Decision

The budget issue paper was approved as submitted.



The Regional Municipality of Waterloo

2018 Budget – Major Budget Issue

Waste Management – Drywall and Pallet Diversion
Transportation and Environmental Services
Strategic Plan Focus Area Environment and Sustainable Growth
Strategic Objective or Action Increase the amount of waste diverted from the landfill

Brief Description of Request

A diversion program for drywall and wood pallets diverted over 2,300 tonnes of material from the landfill as of 2013, but the program was cancelled as part of the 2014 budget process. Drywall and pallets continue to be received at the landfill for final disposal as they are no longer segregated from other waste for recycling. These materials are bulky and take up valuable landfill capacity. In addition, drywall reacts with landfill leachate and contributes to landfill odours and greenhouse gas (GHG) emissions. Sustainable beneficial end markets exist for both drywall and pallets and keeping these materials out of the landfill will help reduce landfill odours as well as divert waste. The reduction in GHGs is also expected to contribute to the Council directed corporate GHG action plan. Therefore, staff propose reinstating the drywall and wood pallet diversion and recycling programs for 2018.

Dedicated loads of drywall and pallets can be identified at the scale, and directed to a designated diversion area of the transfer station in both Waterloo and Cambridge. Drywall will be loaded into bins, and transported to a recycler in Southwestern Ontario. Facilities exist for recycling gypsum back into the wallboard manufacturing process in a sustainable manner. Previously, costs for this program included only drywall processing, and not hauling. Over the years, the demand for drywall by recyclers has increased, and many now offer hauling as part of their pricing.

Wood pallets in good condition will be made available to the public for reuse (a previously successful practice) while those not suitable for reuse will be chipped into mulch and given away. It is estimated that approximately 1,200 tonnes of drywall and 1,500 tonnes of pallets (about 200 for reuse and 1,300 recycled into mulch) could be diverted in 2018.

Drywall and pallets will continue to be charged the regular tipping fee. There will be no additional revenue from these diversion programs, as this material is currently received at this fee and landfilled. The additional cost of loading, hauling and recycling drywall will be approximately \$80 per tonne or \$96,000 for 2018, while the additional cost for chipping pallets unsuitable for reuse will be about \$15 per tonne, or \$19,500.

Justification/Rationale

Reinstatement of the diversion programs for drywall and pallets from landfill will assist in reducing greenhouse gas emissions and odours while diverting a further 2,700 tonnes from the landfill, thereby conserving landfill capacity. Cost effective and sustainable recycling programs currently exist such as the conversion of drywall (gypsum) back into the wallboard manufacturing process and the use of wood chip in mulch/compost.

Implications of Not Approving

Continued levels of odour and greenhouse gases emitted from the landfill and the use of valuable landfill space for materials that could otherwise be diverted in a cost effective and environmentally sustainable manner.

Budget Requirements

OPERATING BUDGET (\$000s)	Annualized 2018
Expenditures	
Drywall Diversion (Hauling and Processing)	\$ 96
Pallet Chipping	20
Total Operating Expenditures	\$ 116
Net Regional Levy	\$ 116
Incremental Operating Budget Impact	\$ 116

Performance Measures

	2013	2014	2015	2016
Tonnes Diverted (Drywall & Pallets)	2,300	0	0	0
Percentage Diverted from Landfill	52%	52%	53%	52%
Tonnage Landfilled	168,088	174,608	181,944	180,346

Council Decision

The budget issue paper was approved as submitted.



The Regional Municipality of Waterloo

2018 Budget – Major Budget Issue

Implement TDM/TMA Program Plans
Transportation & Environmental Services
Strategic Plan Focus Area Sustainable Transportation
Strategic Objective or Action Create a public transportation network that is integrated, accessible, affordable and sustainable.

Brief Description of Request

The 2017-2021 Transportation Demand Management (TDM) Program Plan approved by Regional Council in August 2017 (TES-TRS-17-17) recommends new TDM initiatives for 2018, replacement of exhausted one-time grant funding, and enhancements to the TravelWise Transportation Management Association (TMA) program to support the Region’s sustainable transportation goals.

Justification/Rationale

The proposed 2018 initiatives and enhancements to existing programming detailed below support the Region’s sustainable transportation goals by implementing the TDM recommendations outlined in the Region’s Transportation Master Plan, Active Transportation Master Plan, and Grand River Transit Business Plan.

Implementation of 2018 TDM Program Plan Initiatives: \$26,000

An additional \$26,000 in TDM Program costs are primarily dedicated to the implementation of the following 2018 initiatives:

- Implement the neighbourhood-based ION/iXpress travel planning initiative by promoting station access to neighbourhoods and workplaces within the station catchment area through customized station travel plans, and ION/GRT integration information.
- Support improvements to commuter options and services in the community (e.g., Regional contribution to bikeshare service expansion feasibility study with municipalities and integration of study recommendations with municipal station area plans).

- Introduce an annual Regional contribution to support “Cycling into the Future’s” expansion plans for school-based cycling training throughout Waterloo Region.
- Develop and distribute a 2018 Region-wide cycling map.

TravelWise TMA Program Funding: \$38,500

The TravelWise TMA is the flagship initiative of the TDM Program. Participating workplaces pay an annual membership fee to the Region in exchange for “Employee Services” that include access to discounted GRT Corporate Passes, an emergency ride home reimbursement service, and a private carpool matching network. Workplaces also receive “Member Services” like on-site orientation events, as well as insights on employee travel behaviours and tailored commuter plan recommendations based on employee surveys carried out by TravelWise program administrators. Currently, the TravelWise program has 28 member organizations representing approximately 20,000 employees in Waterloo Region.

During the 2017 budget deliberations, Regional Council approved half (\$38,500) of the funding required to replace the exhausted one-time federal grant that had supported the TravelWise program, and suggested staff could return in 2018 to phase in the remaining \$38,500. This funding is essential for the Region to continue to retain program coordination staff from a cost-effective third party to work directly with member organizations and deliver frontline services to their employees. This funding will also sustain the program’s membership recruitment strategy, on-site member activities, and ongoing implementation of travel behaviour surveys to monitor changes in drive-alone rates among employees at participating workplaces.

TravelWise TMA Program Improvements: \$9,500

Additional TravelWise TMA Program costs of \$9,500 are primarily dedicated to supporting the implementation of the following 2018 initiatives:

- Implement the proposed TravelWise@Home program by offering traditional TravelWise services to residents through an initial pilot with two high-density, transit-oriented residential sites, and monitor service uptake.
- Implement the proposed TravelWise@School pilot program by initially offering traditional TravelWise services to school board employees, followed by the introduction of selected services to students at schools engaged in school travel planning (e.g., private carpool matching network for parents and students).
- Support and promote the proposed Conestoga College U-Pass by offering complementary access to TravelWise services to staff, and selected services to students (e.g., carpool matching network for out-of-town commuter students) for a two-year period.

Implications of Not Approving

The Regional Official Plan and Transportation Master Plan direct the Region to implement a comprehensive Transportation Demand Management Program with a focus on community, area-specific, and workplace-based programming (ROP 3.C.1, 3.C.2). Not implementing the proposed initiatives described above will restrict the Region's ability to support and encourage residents and commuters to shift travel behaviour away from driving alone. This may impact the Region's ability to meet the sustainable transportation ridership and mode share targets of the Regional Transportation Master Plan.

Specifically,

- Targeting workplaces and neighbourhoods adjacent to ION station to promote ION use would not be undertaken.
- Fewer services would be provided to existing members of the Travelwise Transportation Management Association. This may result in some employers ending their TMA membership. The ability to attract new employer members to the TMA would be limited.
- Initiatives to influence travel behaviour by targeting high-density transit oriented developments and school locations would not be implemented.

Budget Requirements

OPERATING BUDGET (\$000s)	Annualized 2018
Expenditures	
Implementation of 2018 TDM Program Plan Initiatives	\$ 26
TravelWise TMA Program Funding	38.5
TravelWise Programs Improvements	9.5
Total Operating Expenditures	\$ 74
Net Regional Levy	\$ 74
Incremental Operating Budget Impact	\$ 74

Performance Measures (Actual)

	2014	2015	2016	2017 (Aug.)
TravelWise Member Organizations (Including Region of Waterloo)	26	27	28	28
TravelWise-wide employee Drive Alone Rate	71%	72%	69%	Not Available
Total Online GRT Corporate Pass sales through TravelWise and approximate annual revenue	199 \$119,617	234 \$151,950	285 \$174,445	292 \$185,803
Registered users on GoTravelWise.ca	558	1,092	1,891	2,953

Performance Measures (Projected)

	2018	2019	2020	2021
TravelWise-wide employee Drive Alone Rate	69%	68%	67% (Target)	TBD
TravelWise workplace membership and revenue (Net+1 mid/large workplace)	29 Members (\$46,412)	30 Members (\$47,507)	31 Members (\$48,602)	32 Members (\$49,698)
TravelWise@Home Sites and revenue (2 Member pilot, Net+1 sites)	2 Site Members (\$2,190)	3 Site Members (\$3,264)	4 Site Members (\$4,327)	5 Site Members (\$5,379)
TravelWise@School Members and revenue (2 School Board membership, Net+2 school-specific membership)	2 Members (\$3,855)	4 Members (\$4,036)	6 Members (\$4,215)	8 Members (\$4,393)
Support expansion of cycling training program to students throughout Waterloo Region (Reported by Cycling into the Future)	1,800 Students Participate	2,400 Students Participate	3,200 Students Participate	4,000 Students Participate

Council Decision

The Region of Waterloo will decrease the 2018 Grand River Transit operating budget by \$74,000 in order to accommodate the Travelwise budget issue paper within the existing operating budget.



The Regional Municipality of Waterloo

2018 Budget – Major Budget Issue

Continuance of Community Environmental Fund program
Planning, Development and Legislative Services
Strategic Plan Focus Area Environment and Sustainable Growth
Strategic Objective or Action: <ul style="list-style-type: none">• 3.1 Increase the amount of waste diverted from the landfill.• 3.2 Protect the quality and quantity of our water resources.• 3.3 Enhance efforts to improve air quality.• 3.4 Improve the Region of Waterloo’s resilience to climate change and /or severe weather.• 3.5 Preserve, protect and enhance green space, agricultural and environmentally sensitive lands, and Regionally owned forests.• 3.6 Improve environmental sustainability and livability in intensifying urban and rural settlement areas.

Brief Description of Request

The Community Environmental Fund (CEF) has been operating since 2008 initially as the Environmental Stewardship Fund, then expanded in 2011 to include broader sustainability projects. By year-end of 2017 all funds will have been fully allocated to approved projects, leaving no budget to support another annual call for public proposals. Staff are requesting that Council approve the continuance of the CEF by allocating \$150,000 per year to this initiative starting in 2018.

Justification/Rationale

Continuing this fund will maintain support for environmental stewardship and sustainability within the Region. Fostering community stewardship of the natural environment is a theme of the Region’s Official Plan as well as the Environmental Policy Statement approved by Council in 2009 in the Sustainability Strategy. Similar support was reflected in Council approval of the Community Climate Action Plan where engagement of local stakeholders is also critical for successfully meeting strategy/plan goals and objectives.

Annual budget allocations for this fund since 2008 have fluctuated between \$100,000 and \$250,000 over the past 10 years, with an average of \$177,000 per year. In total almost \$1.8 million dollars has been granted, leveraging an additional \$4.5 million from project proponents. Many community stakeholders are highly aware of the grant program as it is well established and has been accessed to complete over 200 projects since its inception. These approved initiatives have involved land stewardship, biodiversity and tree planting projects, promotion of local food, and reduction of greenhouse gas emissions, energy and waste. A wide array of local stakeholders have been involved in implementing these projects, including various schools, community groups, non-profit organizations and individual land owners, with visible results throughout the Region. The existing terms of reference have well established eligibility criteria, application, funding agreements and review process, but will be refined if approved. If supported by Regional Council, program refinement, preparation of marketing and promotion materials would take place during the first 6 - 9 months of 2018. The new fund would then be launched in the fall with a call for proposals.

Implications of Not Approving

No new approved funding for this program effectively terminates this well established and impactful financial resource for environmental stewardship and sustainability projects proposed by community members. This type of fund has been an enabling resource for direct community involvement in stewardship of the natural environment and sustainability in the built environment. Discontinuing it now may prevent implementation of the type of projects that the Fund supported during 2008 - 2017.

Budget Requirements

OPERATING BUDGET (\$000s)	2018	2019 Annualized
Program initiation and promotion	\$ 30	\$ 0
Grants to the community	120	150
Total Operating Expenditures	\$150	\$150
Net Regional Levy	\$150	\$150
Incremental Operating Budget Impact	\$150	\$ 0

Council Decision

The budget issue paper was approved as submitted.