



2020

Approved

Budget Issue

Papers



Region of Waterloo

Region of Waterloo
2020 Budget - Summary of Approved Budget Issue Papers (\$ thousands)

Page #	Dept/Div	Description	Annualized Levy Impact	2020 Operating Budget Impact		2020-2029 Capital Plan Impact		
				Property Taxes	Reserves, Capital, Subsidies & User Fees	Tax Supported reserves and debt	RDC reserves and debt	Grants & Subsidies
Approved Budget Issue Papers								
1	TES/Transit Services	Route 77 - Wilmot Township Transit Service	\$177	\$59	\$11	-	-	-
4	TES/Transit Services	Implementation of MobilityPLUS Five-Year Business Plan	\$204	\$144	\$4	\$22	\$25	\$128
7	TES/Transit Services	Implementation of GRT Business Plan (Bundle 1: 15,000 service hours)	\$1,189	\$912	\$73	\$620	\$401	\$2,759
7	TES/Transit Services	Implementation of GRT Business Plan (Bundle 2: additional 15,000 service hours)	\$1,189	\$912	\$73	\$620	\$401	\$2,759
7	TES/Transit Services	Implementation of GRT Business Plan (Bundle 3: additional 5,000 service hours)	\$396	\$133	\$24	-	-	-
15	CSD/Housing Services	Waterloo Region Housing Master Plan	\$198	\$99	\$125	-	-	-
19	CSD/Seniors' Services	Seniors' Services Personal Support Workers	\$195	\$146	-	-	-	-
22	PHE/Infectious Diseases and Sexual Health	Substance Use and Harm Reduction	\$122	\$122	\$286	-	-	-
27	PHE/Paramedic Services	Paramedic Services Master Plan Implementation (Bundle 1: Two 12-hour crews, 3 vehicles)	\$792	\$433	\$434	\$430	\$359	-
Sub-Total			\$4,462	\$2,960	\$1,030	\$1,692	\$1,186	\$5,646

2020 Budget Impact Summary								
			Operating		Capital			
			Property Taxes	Reserves, Capital, Subsidies & User Fees	Tax Supported reserves and debt	RDC reserves and debt	Grants & Subsidies	
			Annualized Levy Impact					
Approved Budget Issue Papers total			\$4,462	\$2,960	\$1,030	\$1,692	\$1,186	\$5,646
2020 incremental levy impact			\$2,960					
2021 incremental levy impact			\$1,502					
Subtotal			\$4,462					



The Regional Municipality of Waterloo

2020 Budget – Major Budget Issue

Route 77 – Wilmot Township Transit Service
Transportation & Environmental Services
Strategic Plan Focus Area 2 – Sustainable Transportation
Strategic Objective or Action 2.1 Enhance the transit system to make it accessible and appealing to the public, and to increase ridership

Brief Description of Request

The Grand River Transit (GRT) 2017-2021 Business Plan approved by Regional Council in August 2017 outlines improvements to the regional transit network and service levels. One of the recommendations was to work on services “that would connect Township communities into the conventional regional transit network.”

Route 77 Wilmot BusPLUS transit route became a permanent service in April 2016 with an additional expansion of the service in early 2017. Ridership continues to grow on Route 77 and the proposed improvements will help to maintain that growth. To continue growing the ridership on this route it is proposed that GRT increase the frequency from 75 minutes to 45 minutes commencing September 2020. This would double the number of BusPLUS vehicles allocated to this route. The increase in the net costs for these improvements will be area rated to properties within the Township of Wilmot for the portion of the service within Wilmot. Route 77 service between the Township line and the Boardwalk would be area rated to the urban area.

Justification/Rationale

With population growth in Wilmot and requests for increased service on the Route 77, Region and Township staff have reviewed a number of options to further expand this service, address service issues and respond to service requests. The proposed service improvements would almost double the frequency on the route thereby making it a more reliable travel option. Additionally, it would help address schedule adherence issues

which are currently negatively affecting riders. With the improved connections at The Boardwalk transit station, residents will have enhanced opportunities to connect throughout the Region. Connections to the iXpress Route 202 and 204 as well as other local routes such as 1, 4, 5, 13 and 20 allow residents to travel directly into the urban cores.

Implications of Not Approving

Without the proposed service improvements, current ridership growth trends on Route 77 could be reversed as potential riders find the service does not meet their travel needs. Without the additional service frequency, the route will continue to encounter issues with schedule adherence and customer requests will not be addressed.

Budget Requirements

OPERATING BUDGET (\$ thousands)	2020	Annualized 2021
Expenditures		
BusPlus Service Contract	70	208
Total On-going Operating Expenditures	\$ 70	\$ 208
Revenues		
Ridership Fares	11	31
Total On-going Operating Revenue	\$ 11	\$ 31
Net Regional Levy	\$ 59	\$ 177
Incremental Operating Budget Impact	\$ 59	\$ 118

Performance Measures

Route 77 began operating in April 2016. Ridership has been steadily increasing.

Route 77 Measures	2016*	2017	2018	2019 YTD**
Annual Route 77 ridership	6,762	13,777	16,790	14,634
Average boardings per hour	4.4	5.8	6.4	7.4

*service began April 2016 **Jan 2019 to Oct 2019

Staff Recommendation: Approve as submitted.

Council Decision: Budget issue paper was approved as submitted.



The Regional Municipality of Waterloo

2020 Budget – Major Budget Issue

Implementation of MobilityPLUS Five-Year 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 Five-Year Business Plan 2017-2021. Within this Plan was the recommendation to continue expanding specialized transit services to levels of comparable sized municipalities, ensure AODA compliance and to further develop the family of services concept, including integration with ION. This issue paper requests additional specialized transit service hours across the Region commencing in September 2020.

Justification/Rationale

This issue paper outlines the budget requirements needed to expand MobilityPLUS in 2020 in accordance with the five-year business plan. MobilityPLUS is currently experiencing in excess of 800 unaccommodated trips each month. The approved business plan indicated that to further address unaccommodated requests for accessible transit service an additional vehicle in the urban area would be required in the 2020 budget. This expansion vehicle can accommodate 6,000 rides annually.

The business plan also calls for a comprehensive operational review of the service to improve the overall capacity of the system. This review would outline how to maximize integrated use of the entire family of GRT services, continue to meet AODA requirements and address the increasing demands on the service created by medical trips and requests to serve the community of people with cognitive disabilities.

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)	2020	Annualized 2021
Expenditures		
Staffing, fuel, repairs (MobilityPLUS)	60	180
MobilityPLUS Operational Review	50	0
Vehicle Replacement Contribution	38	38
Total On-going Operating Expenditures	\$ 148	\$ 218
Revenues		
Fare Revenue	4	14
Total On-going Operating Revenue	\$ 4	\$ 14
Net Regional Levy	\$ 144	\$ 204
Incremental Operating Budget Impact	\$ 144	\$ 60

STAFF REQUIREMENTS (FTE)	2020	Annualized 2021
Permanent Staff		
Specialized Transit Vehicle Operators	1.3	1.3
Total Staffing Impact	1.3	1.3
Incremental Staffing Impact	1.3	0.0

CAPITAL PLAN (\$000s)	2020
Expenditures	
MobilityPLUS Expansion Vehicle (1 vehicle)	175
Total Capital Expenditures	\$ 175
Sources of Funding/Financing	
Investing in Canada Infrastructure Program Grant	128
Accessible Transportation Service Reserve	22
Development Charges – Reserves	25
Total Capital Financing	\$ 175

Performance Measures

	2015	2016	2017	2018	2019 YTD
MobilityPLUS Ridership (van, taxi, TaxiSCRIP)	293,041	306,164	284,272	289,374	236,300
MobilityPLUS Revenue-Vehicle Hours	57,290	57,473	61,675	61,650	46,736
MobilityPLUS Unfulfilled Requests	2,523	9,603	12,274	9,568	13,925

Staff Recommendation: Approve as submitted

Council Decision: Budget issue paper was approved as submitted.



The Regional Municipality of Waterloo

2020 Budget – Major Budget Issue

Implementation of GRT Business Plan
Transportation & Environmental Services
Strategic Plan Focus Area 2 – Sustainable Transportation
Strategic Objective or Action 2.1 Enhance the transit system to make it accessible and appealing to the public, and to increase ridership

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 Transportation Master Plan (TMP) ridership targets for 2021 and 2031. The planned 2020 transit service improvements would continue the realignment of and improvement of service levels on local routes in Cambridge. Service levels on routes in Kitchener-Waterloo would also improve to accommodate increased ridership and changing travel patterns resulting from the implementation of the ION LRT.

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 TMP 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.

To achieve the 2021 TMP ridership target of 28 million rides, the 5-year GRT business plan recommended adding 50,000 service hours annually. To make it more affordable, Council approved business plan implementation over 7 years providing 35,000 service hours annually. This approach delays achieving the TMP ridership target to 2023.

Ridership is projected to increase by 4% in 2019, from 21.1 million in 2018 to 21.9 million riders in 2019.

Proposed 2020 Service Improvements

Service changes, commencing in September 2020, would focus on two main areas – improvements to the transit network in the south-east Galt area of Cambridge and improvements to service in the Kitchener-Waterloo area to reflect changes in travel patterns and ridership growth on certain routes that have resulted from the launch of the ION LRT.

Implications of Not Approving

Not implementing the proposed transit service improvements would negatively affect ridership growth momentum, thereby increasing the risk of not achieving the TMP 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.

Budget Requirements

This request has been broken down into three priority bundles in order to reflect the cost of implementing an additional 15,000 service hours in each of priority bundle 1 and 2 and 5,000 service hours in priority bundle 3, respectively.

Priority Bundle 1

The following table outlines the budget implications of approving an additional 15,000 service hours in 2020, focusing on the south-east Galt area of Cambridge. Routes affected by the change would include 53, 54, 58, 59 and 63.

OPERATING BUDGET (\$ thousands)	2020	Annualized 2021
Expenditures		
Service Operating Costs (Based on 15,000 of 7-yr 35,000 hrs/year in the Business Plan)	\$260	\$1,201
Contribution to Bus Replacement Reserve	210	210
Contribution to Capital – Bus Acquisition	620	0
Total On-going Operating Expenditures	\$1,090	\$1,411
Revenues		
Fare Revenue	\$73	\$222
Total On-going Operating Revenue	\$73	\$222
Net Regional Levy	\$1,017	\$1,189
Incremental Operating Budget Impact	\$1,017	\$172

STAFF REQUIREMENTS (FTE)	2020	Annualized 2021
Permanent Staff		
Transit Operators	8.5	8.5
Fleet Staff (Mechanics)	1.0	1.0
Fleet Staff (Service Attendants)	0.5	0.5
Customer Service Associate	0.6	0.6
Temporary Staff		
Customer Service Associate	2.0	2.0
Incremental Staffing Impact	12.6	0.0

CAPITAL PLAN (\$ thousands)	2020
Expenditures	
Conventional Transit Buses (6 units)	3,780
Total Capital Expenditures	3,780
Sources of Funding/Financing	
Grants, subsidies, recoveries	2,759
Contribution from Reserve	620
Development charges - reserves	401
Total Capital Financing	\$3,780

Priority Bundle 2

The following table outlines the budget implications of approving an additional 15,000 service hours in 2020, focusing on improvements to service following changes in travel patterns, largely resulting from the implementation of the ION LRT. This would include:

- Additional 15 minute headway on Routes 8 &12
- Maintaining 15 minute summer headway on 201,202,204 & 205 iXpress routes
- Maintaining 15 minute summer peak headway on Routes 1 &16
- Additional trips on routes that are affected by overloads such as Route 19

OPERATING BUDGET (\$thousands)	2020	Annualized 2021
Expenditures		
Service Operating Costs (Based on 15,000 of 7-yr 35,000 hrs/year in the Business Plan)	\$260	\$1,201
Contribution to Bus Replacement Reserve	210	210
Contribution to Capital – Bus Acquisition	620	0
Total On-going Operating Expenditures	\$1,090	\$1,411
Revenues		
Fare Revenue	\$73	\$222
Total On-going Operating Revenue	\$73	\$222
Net Regional Levy	\$1,017	\$1,189
Incremental Operating Budget Impact	\$1,017	\$172

STAFF REQUIREMENTS (FTE)	2020	Annualized 2021
Permanent Staff		
Transit Operators	8.5	8.5
Fleet Staff (Mechanics)	1.0	1.0
Fleet Staff (Service Attendants)	0.5	0.5
Supervisors - Fleet, Operations	1.0	1.0
Incremental Staffing Impact	11.0	0.0

CAPITAL PLAN (\$ thousands)	2020
Expenditures	
Conventional Transit Buses (6 units)	3,780
Total Capital Expenditures	3,780
Sources of Funding/Financing	
Grants, subsidies, recoveries	2,759
Contribution from Reserve	620
Development charges - reserves	401
Total Capital Financing	\$3,780

Priority Bundle 3

The following table outlines the budget implications of approving an additional 5,000 service hours in 2020, focusing on improving the frequency of hours and service on routes in the south-east Galt area of Cambridge. These improvements are supplemental to improvements identified in Priority Bundle 1 and cannot be implemented independently of Priority Bundle 1. In particular, Saturday and Sunday evening service would improve to a 30 minute headway from 60 minute headway on the restructured routes in Priority Bundle 1.

OPERATING BUDGET (\$ thousands)	2020	Annualized 2021
Expenditures		
Service Operating Costs (Based on 5,000 of 7-yr 35,000 hrs/year in the Business Plan)	\$157	\$470
Total On-going Operating Expenditures	\$ 157	\$470
Revenues		
Fare Revenue	\$24	\$74
Total On-going Operating Revenue	\$24	\$74
Net Regional Levy	\$133	\$396
Incremental Operating Budget Impact	\$133	\$263

STAFF REQUIREMENTS (FTE)	2020	Annualized 2021
Permanent Staff		
Transit Operators	3.0	3.0
Incremental Staffing Impact	3.0	0.0

Total Budget Implications

The following table outlines total budget implications of approving an additional 35,000 service hours in 2020.

OPERATING BUDGET (\$ thousands)	2020	Annualized 2021
Expenditures		
Service Operating Costs (Based on 7-yr 35,000 hrs/year in the Business Plan)	678	2,873
Contribution to Bus Replacement Reserve	420	420
Contribution to capital – Bus Acquisition	1,239	0
Total On-going Operating Expenditures	\$2,337	\$3,293
Revenues		
Fare Revenue	171	517
Total On-going Operating Revenue	\$171	\$517
Net Regional Levy	2,166	\$2,776
Incremental Operating Budget Impact	\$2,166	\$610

STAFF REQUIREMENTS (FTE)	2020	Annualized 2021
Permanent Staff		
Transit Operators	20.0	20.0
Fleet Staff (Mechanics)	2.0	2.0
Fleet Staff (Service Attendants)	1.0	1.0
Supervisors – Fleet, Operations	1.0	1.0
Customer Service Associate	0.6	0.6
Temporary Staff		
Customer Service Associate	2.0	2.0
Total Staffing Impact	26.6	26.6
Incremental Staffing Impact	26.6	0.0

CAPITAL PLAN (\$ thousands)	2020
Expenditures	
Conventional Transit Buses (12 units)	7,560
Total Capital Expenditures	7,560
Sources of Funding/Financing	
Grants, subsidies, recoveries	5,519
Contribution from Reserve	1,239
Development charges - reserves	802
Total Capital Financing	7,560

Performance Measures

Please add performance measures pertinent to the budget issue paper where possible. These can include historical and projected data. These can include service level, volumes, efficiency and effectiveness measures.

	2015	2016	2017	2018	2019 Projected
Revenue Service Hours per Capita (service area)	1.58	1.60	1.59	1.56	1.70
Ridership per capita (service area)	46.73	43.50	42.91	43.15	44.85
Annual Service Hours	687,560	724,321	731,964	763,872	832,000
Annual Ridership (millions)	20.3	19.7	19.7	21.1	21.9
easyGO Traveller Information Usage (millions)	6.959	9.334	9.276	8.950	9.296

Staff Recommendation: Approve bundle 1 (15,000 service hours) in order to meet Council's 2020 budget target.

Council Decision: Budget issue paper was approved with an amendment to defer 50% of the 2020 contributions to the Bus Replacement Reserve included in Bundles 1 & 2.



The Regional Municipality of Waterloo

2020 Budget – Major Budget Issue

Waterloo Region Housing Master Plan
Community Services, Corporate Services
Strategic Plan Focus Area: Healthy, Safe and Inclusive Communities.
Strategic Objective or Action: 4.3 Increase the supply and range of affordable and supportive housing options

Brief Description of Request

The recent approval of the Master Plan (Report # CSD-HOU-19-18) requires staffing that will be responsible for the implementation of the WRH Revitalization Project. Five communities are proposed to be redeveloped on existing WRH sites creating 638 additional units over the next 11 years.

The proposed staff complement includes the following positions; all with a mid-2020 start date:

- One (1) Community Revitalization Specialist in Housing Services to communicate and consult with tenants regarding development; coordinate tenant move-ins and relocation, where required;
- One (1) Planner/Coordinator in Housing Services to obtain planning approvals for each site proposal; complete funding applications; and coordinate the delivery of the WRH Master Plan; and,
- Two (2) Revitalization staff in Facilities Management to manage proposed projects; lead procurement; administer contracts with consultants; assess designs; and oversee the capital program. It is noted that additional building staff will be required as revitalization projects are completed and operationalized.

Justification/Rationale

The **Community Revitalization Specialist for Housing Services** will be needed to communicate and consult with the tenants who will be impacted by the redevelopment, as well as coordinate tenant relocations and move-ins where required. It will be particularly important to maintain good relationships with tenants and ensure no one is negatively impacted by the redevelopment. Obtaining tenant input and feedback on preliminary site designs and building will also be required to ensure the redevelopments meet their needs. The Community Revitalization Specialist will also be required to address any tenant concerns before, during and after the projects are completed.

The **Planner/Coordinator in Housing Services** will be required to work directly with consultants and Area Municipalities to obtain planning approvals for each site proposal. They will also need to complete all National Housing Strategy applications and/or other funding proposals in collaboration with Finance and ensure any required reporting is submitted. Coordination of all of the internal and external processes for delivery of the Master Plan and reporting back to management on progress will also need to part of this role.

The two full-time positions in Facilities Management include the **Senior Project Manager and the Project Coordinator**. They will be required to do the following:

- Manage each intensification project, applying project management rigor to organizing and coordinating the work packages as the Owner
- Lead procurements and administer contracts with consultants, general contractors and third party specialists
- Assess building and site designs to ensure they meet Region standards and requirements for affordable housing buildings
- Monitor and manage performance of the various project level measures (e.g. budget tracking, schedule alignment, scope management)
- Oversee the capital program, working with WRH to ensure the most effective development and construction strategies (e.g. procurement models, consolidating and organizing/prioritizing various project and program phases and procurements where effective)

- Perform stakeholder management functions, including overseeing communication plans and ensuring the various voices are heard and needs are addressed
- Reporting to Regional Council on progress

Implications of Not Approving

If the requested positions are not approved, Strategic Category #1 of the Master Plan will not be delivered. Moreover, the goal of 600 additional Community Housing units over the next 11 years will not be achieved. Currently, there are approximately 4,600 households waiting for Community Housing and an additional 2,000 households awaiting eligibility onto the waitlist. The inability to create more affordable housing would result in more people waiting for more years on the waitlist. Without the additional staff, the Master Plan cannot be implemented as it stands.

Budget Requirements

OPERATING BUDGET (\$ thousands)	2020	Annualized 2021
Expenditures		
Housing, Community Specialist	48	96
Housing, Planner/Coordinator	51	102
Facilities, Senior Project Manager	77	154
Facilities, Project Coordinator	48	96
Total On-going Operating Expenditures	\$ 224	\$ 448
Revenues		
Recovery from capital projects	125	250
Total On-going Operating Revenue	\$ 125	\$ 250
Net Regional Levy	\$ 99	\$ 198
Incremental Operating Budget Impact	\$ 99	\$ 99

STAFF REQUIREMENTS (FTE)	2020	Annualized 2021
Permanent Staff		
Housing, Community Specialist	1.0	1.0
Housing, Planner/Coordinator	1.0	1.0
Facilities, Senior Project Manager	1.0	1.0
Facilities, Project Coordinator	1.0	1.0
Total Staffing Impact	4.0	4.0
Incremental Staffing Impact	4.0	0.0

CAPITAL PLAN (\$000s) – For information purposes only – approved in the 2020-2040 WRH master plan and included in the proposed 2020 capital program	2020	2021	2022
Capital Expenditures			
82 Wilson, Kitchener	782	4,628	9,281
Kingscourt, Waterloo	1,630	12,875	14,111
Total Capital Expenditures	2,412	17,503	23,392
Sources of Funding/Financing			
NHS Co-investment, New Construction grant	257	4,028	5,420
NHS Seed funding	300	-	-
NHS Co-investment (CMHC mortgage)	965	7,001	9,356
Long-term borrowing (regional debentures)	890	6,474	8,616
Total Capital Financing	2,412	17,503	23,392

Staff Recommendation: Approve as submitted

Council Decision: Budget issue paper was approved as submitted.



The Regional Municipality of Waterloo

2020 Budget – Major Budget Issue

Seniors' Services Personal Support Workers
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

Effective April 1, 2020 the following staff complement increase at Sunnyside Home is requested:

- Personal Support Workers (PSW) to be increased by 2.4 full time equivalent (FTE) to increase the direct care staffing hours for high risk residents at Sunnyside Home. Specifically, this request is to add 2.0 full time Personal Support Workers, and 0.4 FTE part-time Personal Support Workers.

Justification/Rationale

This request seeks to increase the direct care staffing hours during the evening shift on two home areas at Sunnyside Home in order to address urgent safety concerns and inequitable staffing on the evening shift.

Residents being admitted to long-term care have increasing complexity. Approximately 64% of residents have been diagnosed with some form of dementia that frequently present with responsive behaviours. This is particularly true on the evening shift where residents frequently experience sundowning. Sundowning is a state of confusion occurring in the late afternoon and spanning into the night and can cause a variety of behaviours such as anxiety, increased agitation, aggression and heightened confusion.

In addition, Sunnyside Home has a considerably higher percentage of residents with behavioural symptoms and mental health issues when compared with the provincial average. For example, 16% of the residents of Sunnyside Home have physically abusive responsive behaviours in comparison to 11.4% in the province. For mental health, 24.6% of the residents admitted into Sunnyside Home have a history of mental health in comparison to 10.3% in the province.

As residents present with more behaviours, increased supervision and monitoring is required due to high risk of critical incidents for aggressive interactions between residents or risk of adverse outcomes due to falls. Critical Incident reporting to the Ministry has increased over the past 4 years by 180%.

This request is to increase staffing at times of the day when incidents typically occur and to prevent the risk of adverse events from occurring. Additional PSW staff is urgently needed in two home areas that are understaffed in comparison to other areas of the home, yet they have the greatest need for staff monitoring due to resident acuity and risk of unsafe interactions.

Implications of Not Approving

If not approved, staffing will remain the same on the evening shift. This will lead to increased risk of serious incidents and/or injuries on the evening shift due to insufficient staffing to appropriately meet the needs of residents.

Budget Requirements

OPERATING BUDGET (\$ thousands)	2020	Annualized 2021
Expenditures		
Wages and Benefits	146	195
Total On-going Operating Expenditures	\$ 146	\$ 195
Net Regional Levy	\$ 146	\$ 195
Incremental Operating Budget Impact	\$ 146	\$ 49

STAFF REQUIREMENTS (FTE)	2020	Annualized 2021
Permanent Staff		
Personal Support Worker FT	2.0	2.0
Personal Support Worker PT	0.4	0.4
Total Staffing Impact	2.4	2.4
Incremental Staffing Impact	2.4	0.0

Staff Recommendation: Approve as submitted

Council Decision: Budget issue paper was approved as submitted.



The Regional Municipality of Waterloo

2020 Budget – Major Budget Issue

Substance Use and Harm Reduction
Public Health and Emergency Services
<p>Strategic Plan Focus Area</p> <p>Healthy, Safe and Inclusive Communities - The Region will work with the community to provide quality services and programs to improve access to the supports that contribute to a healthy, safe and inclusive community. The Region will continue efforts to improve population health, support healthy living, disease and injury prevention as well as enhance community safety and crime prevention.</p>
<p>Strategic Objective or Action</p> <p>4.4 Prevent and reduce problematic substance use and its consequences.</p>

Brief Description of Request

Multifaceted community and government-led responses are needed to address the complexity of substance use in Waterloo Region, including opioids. Two important components to the success of the response is the consistent coordination of the Waterloo Region Integrated Drug Strategy and the Opioid Response Plan, and a comprehensive approach to needle and drug paraphernalia recovery.

The current Coordinator position for the Integrated Drug Strategy (employed by the Kitchener Downtown Community Health Centre) is not a permanently funded position. Historically it has been funded through one-time grants and short-term available funds. In order to continue to be active in synergizing the collaborative efforts of community partners in the actions around substance use, a permanent funding source is required for the Coordinator position to bring stability and certainty to this work.

Addressing improper sharps disposal in our Region requires a multi-pronged strategy including data monitoring, agencies that accept the return of used sharps, sharps

disposal kiosks that are outdoors and accessible 24/7, and outreach workers who proactively find and pick up improperly disposed of sharps and other drug paraphernalia. Funds are needed to establish a peer-based sharps outreach program and the implementation and ongoing servicing of a sharps disposal kiosk program in the three urban areas of the Region.

A peer sharps outreach program (WINS or Working to Improve Neighborhood Safety) was piloted in 2018/2019 (one-time funding was utilized). During that time, 3,400 needles and 226 pipes were collected by peer workers in South Cambridge (Galt). The peers walked routes where improper needle disposal was identified to pick up and properly dispose of needles and other debris found. They also worked with local businesses who allowed their properties to be incorporated into regular patrols. Outreach to remote areas further allowed peers to connect with isolated individuals to provide education about proper disposal, collect used needles, and provide information about services that would help them.

There are 3 components to the request:

- 1) Permanent funding to enable the continuation and expansion of the WINS program in Cambridge, Kitchener and Waterloo.
- 2) Permanent funding to cover costs of an expanded sharps disposal kiosk program
- 3) Permanent funding for a purchase of service agreement with the Kitchener Downtown Community Health Centre for the Coordinator, Integrated Drug Strategy

Justification/Rationale

The existing Public Health budget does not allow for the expansion of the sharps disposal program or ongoing funding of the Coordinator for the Waterloo Region Integrated Drug Strategy. The request is for a purchase of service from community organizations to provide the two services. The funding would provide stability to the drug strategy (including opioid response) and the expansion of the multi-faceted approach to needle waste. Staff will pursue 70% provincial funding for these costs.

The use of a service agreement would be a continuation of the previous short-term approach to the funding of the program. It is an effective and efficient approach to providing the services in the community on an ongoing basis.

The social development model used in the peer program has demonstrated an effective way to support citizens in their efforts to recover and contribute to their community.

Implications of Not Approving

Funding for the coordinator position of the Waterloo Region Integrated Drugs Strategy will end in December 2019. This funding is critical so that the coordination and oversight continues with this initiative. Without this position, there would be lack of coordination and integration across partners and the four pillars of the Waterloo Region Integrated Drugs Strategy including across recommendations to address issues of opioid overdose. Once the Waterloo Region Opioid Response Special Committee sunsets (after priorities and reporting processes have been established and are well underway), the Waterloo Region Integrated Drugs Strategy Steering Committee led by the Coordinator position will have a responsibility to ensure progress on this plan continues and that regular updates are provided to community stakeholders.

Funding the expansion of high security kiosks that are accessible 24/7 is not possible within the current Public Health budget. Not approving the request will result in an inability to fund the ongoing servicing (bio-hazard waste pick up and disposal) of nine additional kiosks that are earmarked for installation as part of the program expansion. Installation of kiosks in 2018 coincided with a significant increase in the number of needles returned to Public Health with the rate of return from 2017 to 2018 increasing from 46.1 per cent to 72.1 per cent.

Funding for the expansion of the “Working to Improve Neighborhood Safety” program to include all three urban cores in the region is not possible within the current Public Health budget. It is a community investment grounded in a social development approach which provides broader benefits (i.e. engagement in the community; employment; support). In the absence of a secure funding source, a key component of the Needles Disposal strategy will be discontinued.

Budget Requirements

OPERATING BUDGET (\$ thousands)	2020	Annualized 2021
Expenditures		
Working to Improve Neighbourhood Safety (WINS) expansion – Purchase of Service	237	237
Kiosk Disposal Service	71	71
Waterloo Region Integrated Drug Strategy Coordinator – Purchase of Service	100	100
Total On-going Operating Expenditures	\$ 408	\$ 408
Provincial Cost Sharing (70%) *	\$ 286	\$ 286
Net Regional Levy	\$ 122	\$ 122
Incremental Operating Budget Impact	\$ 122	\$ 0

* The province has provided no direction regarding requests for base or one-time funding increases for 2020 and forward. In the last 4 years, the province has provided base funding and one-time funding for Waterloo and other health units in order to respond to the current opioid situation as well as harm reduction initiatives locally.

Performance Measures

	2017	2018
Working to Improve Neighbourhood Safety		
# peers recruited	N/A	14
# of hours worked	N/A	888
# recovered needles and pipes	N/A	2,866
# interactions with the community	N/A	552
Enhanced 24/7 Kiosks		
# of needles recovered	4 kiosks installed (September-December)	5 kiosks installed # of needles: 162,250 (est.)

Staff Recommendation: Approve as submitted

Council Decision: Budget issue paper was approved as submitted.



The Regional Municipality of Waterloo

2020 Budget – Major Budget Issue

Paramedic Services Master Plan Implementation
Public Health and Emergency Services
Strategic Plan Focus Area Health, Safe and Inclusive Communities
Strategic Objective or Action Optimize Paramedic Services to improve service standards and response times by implementing the updated Paramedic Services master plan

Brief Description of Request

The updated Paramedic Services Master Plan (2019) contemplates the addition of resources to address the staffing requirements (front line paramedics and support positions), as well as the approved 35% end target unit utilization (UU) rate adopted in principle by Regional Council (PHE PSV 16-05). Resource enhancements are required as call volumes grow in order to maintain emergency response times in the response time target range and move towards the approved end target unit utilization range of 35%, as well as ensuring availability of paramedic resources at all times. This can be accomplished by moving directly to a 35% UU or through an interim, mid-range target of 37.5 % UU in 2020 while maintaining the approved end target of 35% UU.

Justification/Rationale

The Region of Waterloo Paramedic Services Division is continually moving towards a more performance-based system, in order to meet the needs of the residents we serve. This 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.

The Paramedic Services Master Plan was adopted in principle by Regional Council in the fall of 2016 (PHE PSV 16-05) and updated in 2019 (PHE PSV 19-08) with revised projections.

As reported in the PSV Jan-June 2019 performance measurement report (PHE-PSV-19-05), so far in 2019 the service is again 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 2-12 hour ambulances added in February 2018 and the 2-12 hour units added on July 01, 2019, UU for 2018 was 41.2 %, down only slightly from 41.8 % for the same period in 2017. So far in 2019, the UU is running at 41.9 % (YTD). Offload delays increased 64 % year over year in 2018 and have continued to increase in the first 6 months of 2019 by a further 25%.

Although overall response times have slightly improved (9 minutes 15 seconds in 2018 at the 80th percentile, an improvement from 9 mins 21 secs at the 80th percentile in 2017), the increases in resources approved by Council has not significantly altered service performance from 2018 levels. The UU has remained above the 40 % mark and has not migrated toward our goal of 35 % as per the Master Plan recommendation. An UU of 40% or more is not sustainable over a prolonged period, as it increases strain on paramedic crews and reduces the ability of the service to respond appropriately and efficiently given available resources.

Additional service enhancements will be needed going forward in response to ongoing growth in service demand and the lack of progress on UU toward the Master Plan end target of 35 %. This growth is anticipated to continue throughout the next decade. Call volume growth and offload delay has been outpacing the Region's ability to gain ground over the Code Reds and Yellows, and effectively reduce UU to the Master Plan end target of 35%.

In September, Regional Council approved the following motion:

That the Regional Municipality of Waterloo endorse the Update to the Paramedic Services Master Plan (2019), as described in PHE-PSV-19-08, dated September 10, 2019, subject to regular review of population growth, service demand and annual budget deliberations; and

That the Regional Municipality of Waterloo reaffirm the 35% Unit Utilization (UU) as the end target UU, while adopting a 2020 interim Unit Utilization (UU) target of 37.5%, as part of a phased-in approach to achieving the end target UU of 35%.

The chart below shows the additional resources required in 2020 to achieve a 37.5 UU

Projected Additional 2020 Resourcing Requirements

Target Unit Utilization	Update Low Forecast (4.5% Growth in Response Volumes per annum to 2031)	Update High Forecast (5.9% growth in Response Volumes per annum to 2031)
35%	+5 Ambulances +25 FTE Staff	+ 8 Ambulances +40 FTE staff
37.5%	+2 Ambulances +10 FTE staff	+5 Ambulances +25 FTE staff

Depending on whether the Low Forecast Population Growth or High Forecast Population Growth is used, the addition of 2 to 5 Ambulance Shifts and 10 to 25 FTE staff will be required in 2020 to achieve the approved interim target of 37.5% UU.

If the Low Forecast Population Growth scenario is used and call volumes continue to increase at a pace that reflects the “high growth” scenario of the 2019 Master Plan Update and there is only limited progress on moving the UU to the target range, it may be necessary to expedite the addition of resources as per the “high growth” scenario of the updated Master Plan.

Recommendations

In order to respond to growing call volumes and to progress towards a 35% end target UU as outlined in the Paramedic Services Master Plan Review and update (PHE PSV 19-08), and to remain within the Council-directed tax levy increase for the 2020 budget in the range of 2.5%, it is recommended that the Low Forecast Population Growth scenario be utilized. To that end, the following resources are recommended, in order to achieve a graduated reduction of UU from the current 40%+ through 37.5 % down to the end target of 35%:

Target Unit Utilization (UU)	Projected additional resource requirements in 2020 (based on updated Master Plan – Low Forecast)
37.5%	2 Ambulance Shifts 10 FTE Staff

Options: As outlined in the chart above – to achieve a 37.5 % UU, based on the Update Low forecast as outlined in the 2019 Master Plan Update:

1. Increase service deployment by **2 additional 12-hour ambulance shifts, increase full-time paramedics by 8.0 FTE, and increase part-time paramedics by 2.0 FTE** effective July 1st 2020. Includes 3 additional ambulances (1 spare) and equipment required, funded from the associated reserve funds.
2. Increase service deployment by **5 additional 12-hour ambulance shifts, increase full-time paramedics by 20.0 FTE, and increase part-time paramedics by 5.0 FTE** effective July 1st, 2020. Includes 6 additional ambulances (1 spare) and equipment required, funded from the associated reserve funds.

Implications of Not Approving

Existing Paramedic Services resources continue to be fully utilized given the current conditions based on factors such as call volume/ demand and offload delay. While past service enhancements approved by Council have maintained or even slightly improved response times Region-wide, call volumes have grown by over 30% since 2008, mainly due to a growing and aging population. Call volumes in 2019 have in fact grown by another 5.4 % during the first 6 months of the year. The Region still experiences multiple periods of Code Yellow and Code Red periods in 2019 (as shown in the Performance Measures section of the Issue Paper). Offload delay continues to be a factor for Paramedic Services in 2019, although the rate of increase has slowed somewhat.

Not approving additional resources 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 challenged. As per the 2019 Paramedic Services Master Plan UU rates will also continue or grow from the already high rate of nearly 41.2%; this will lead to ongoing stress on paramedic crews and the service, as well as increases to the number of Code Reds and Yellows.

Budget Requirements

Option 1: Two 12-hour crews and three (3) additional vehicles and equipment, effective July 1, 2020.

OPERATING BUDGET (\$ thousands)	2020	2021	Annualized 2022
Expenditures			
Wages and Benefits	678	1,356	1,356
Uniforms, Supplies, Fleet Maintenance, Fuel, Insurance	52	92	92
Contribution to Replacement Reserves	137	137	137
Total On-going Operating Expenditures	\$ 867	\$ 1,585	\$ 1,585
Revenues			
Provincial Subsidy	0	434	793
Tax Stabilization Reserve	434	359	0
Total On-going Operating Revenue	\$ 434	\$ 793	\$ 793
Net Regional Levy	\$ 433	\$ 792	\$ 792
Incremental Operating Budget Impact	\$ 433	\$ 359	\$ 0

STAFF REQUIREMENTS (FTE)	2020	Annualized 2021
Permanent Staff		
Paramedics	10.0	10.0
Total Staffing Impact	10.0	10.0
Incremental Staffing Impact	10.0	0.0

CAPITAL PLAN (\$ thousands)	2020
Expenditures	
Ambulances (2 staffed, 1 spare)	789
Total Capital Expenditures	\$ 789
Sources of Funding/Financing	
Paramedic Services Vehicle Reserve	276
Paramedic Services Equipment Reserve	154
Development charges - reserves	359
Total Capital Financing	\$ 789

Option 2: Five 12-hour crews and six (6) additional vehicles and equipment, effective July 1, 2020.

OPERATING BUDGET (\$ thousands)	2020	2021	Annualized 2022
Expenditures			
Wages and Benefits	1,695	3,391	3,391
Uniforms, Supplies, Fleet Maintenance, Fuel, Insurance	115	200	200
Contribution to Replacement Reserves	275	275	275
Total On-going Operating Expenditures	\$ 2,085	\$ 3,866	\$ 3,866
Revenues			
Provincial Subsidy	0	1,042	1,933
Tax Stabilization Reserve	1,042	891	0
Total On-going Operating Revenue	\$ 1,042	\$ 1,933	\$ 1,933
Net Regional Levy	\$ 1,043	\$ 1,933	\$ 1,933
Incremental Operating Budget Impact	\$ 1,043	\$ 890	\$ 0

STAFF REQUIREMENTS (FTE)	2020	Annualized 2021
Permanent Staff		
Paramedics	25.0	25.0
Total Staffing Impact	25.0	25.0
Incremental Staffing Impact	25.0	0.0

CAPITAL PLAN (\$ thousands)	2020
Expenditures	
Ambulances (5 staffed, 1 spare)	1,578
Total Capital Expenditures	\$ 1,578
Sources of Funding/Financing	
Paramedic Services Vehicle Reserve	552
Paramedic Services Equipment Reserve	308
Development charges - reserves	718
Total Capital Financing	\$ 1,578

Performance Measures

Paramedic Services	2015	2016	2017	2018	2019 (YTD)	2019 (YE forecast)
Vehicle responses	45,344	48,577	52,982	55,696	47,894 (to 31-Oct)	57,663
80 th Percentile Response Time (Regional)	09:49	09:37	09:21	09:15	09:15 (to 31-Oct)	9:15
Offload (Ambulance Days lost per year)	150.0	91.6	192.7	316.4	220.4 (to 31-Oct)	266
Unit Utilization (ambulance + ERU)	40.2	38.7	39.2	41.2	40.1 (to 31-Oct)	40.1
Total Code Red events (year)	254	179	196	231	97 (to 31-Aug)	132
Total Code Yellow events (year)	1455	1168	1071	906	551 (to 31-Aug)	798

Staff Recommendation: Approve Option 1 (two 12-hour crews and three (3) additional vehicles and equipment, effective July 1, 2020), in order to meet Council's 2020 budget target.

Council Decision: Option 1 of the Paramedic Services Master Plan Implementation budget issuer paper was approved as submitted; Two 12-hour crews and three (3) additional vehicles and equipment, effective July 1, 2020.