



Media Release: Immediate

Regional Municipality of Waterloo

Budget Committee

Consolidated Agenda

Wednesday, March 4, 2015

3:00 p.m.

Regional Council Chambers

150 Frederick Street, 2nd Floor, Kitchener

*Denotes Item(s) Not Part of Original Agenda

1. **Declarations of Pecuniary Interest Under “The Municipal Conflict of Interest Act”**
2. **Opening Remarks** (S. Strickland/M. Murray)
3. **Budget Update** (C. Dyer)
 - a) [COR-FSD-15-05](#), 2015 Budget Update 1
 - b) [COR-TRY-15-17](#), 2015 Budget - Requests For Funding 13
 - c) [PHE-IDS-15-04](#), Sexual Health Youth Strategy Funding 22
4. **Information Papers**
 - a) [2015 Region of Waterloo Library Budget](#) 26
 - b) [Fees and Charges By-law](#) 38
 - c) [Municipal Budget Regulations](#) 44
 - * d) Background Information Re: Fuel Price Strategy (Attached) 46A
 - * e) Background Information Re: Cost of Waste Pick-Up (Attached) 46C

5. Introduction of the Main Budget Motion 86

That the Regional Municipality of Waterloo approve the 2015 Tax Supported Operating Budget with a property tax levy of \$303,251,994 (2.03%), excluding Police and Library Services and inclusive of the staff recommended Budget Issue Papers;

And That the Regional Municipality of Waterloo approve the 2015 Tax Supported Capital Budget and 2016-2024 Tax Supported Capital Forecast, excluding Police and Library Services.

6 Budget Amendments/Resolutions

6.1 Items Referred from Community Services Committee

6.1.1 CSD-CHS-15-05, 2015 Provincial Funding for Children's Services 47

The Community Services Committee recommends as follows:

1. That the Regional Municipality of Waterloo increase the 2015 Children's Services Operating Budget by \$413,040 in 100% Provincial funding, \$0 net regional tax levy; and

That this matter be referred to Budget Committee for consideration as outlined in report CSD-CHS-15-05, dated February 24, 2015.

6.1.2 CSD-HOU-15-04, Community Homelessness Prevention Initiative Update 52

The Community Services Committee recommends as follows:

2. That the Regional Municipality of Waterloo increase the 2015 Operating Budget for Housing Services by \$82,500 gross and \$0 net regional levy and increase 1.0 temporary full time equivalent for Housing Services as of April 1, 2015 to March 31, 2016 to support the final CHPI transition year, and refer this matter to Budget Committee for consideration as outlined in report CSD-HOU-15-04, dated February 24, 2015.

6.1.3 PHE-PSV-15-01, Backgrounder on Paramedic Services Budget Issue Paper 65

I, Joe Nowak intend to introduce the following notice of motion to be discussed at the Budget Meeting of March 4, 2015:

That the Regional Municipality of Waterloo take the following action with respect to the 2015 Budget for Paramedic Services:

1. Approve the addition to the 2015 Operating Budget of one twelve hour ambulance as of July 1, 2015 resulting in a 2015 tax levy increase of \$427,000 and the addition of 6.0 full- time equivalents of staff resources; and
2. Approve the addition to the 2015 Capital Budget of one ambulance and necessary equipment at a cost of \$225,000, to be funded from the Capital Levy Reserve Fund.

6.2 Councillors' Proposals

6.2.1 Waste Management

I, Sandy Shantz, intend to introduce the following notice of motion to be discussed at the Budget Meeting of March 4, 2015:

That the Regional Municipality of Waterloo take the following action with respect to the 2015 Operating Budget for Waste Management:

1. Approve the continued operation of the four (4) rural waste transfer stations at the existing every other Saturday operating schedule to the end of 2015 resulting in a 2015 tax levy increase of \$131,656 and the addition of 1.5 full-time equivalents of staff resources; and
2. Amend the Fees and Charges by-law for the four (4) rural waste transfer stations to increase the minimum fee from \$2 to \$5 per visit (up to three bags/items), to delete the existing \$10 half-load fee and to maintain the \$15 vehicle flat rate fee for anything more than 3 bags/items and up to 200 kg/vehicle, effective July 1, 2015; and
3. Direct staff to continue to monitor site usage, cost/revenue implications, alternative operating scenarios (including private sector ownership and operations) and report back to Council in August 2015 to allow any action that Regional Council takes to be reflected in the 2016 budget process.

6.2.2 Grant Request – Fashion History Museum

I, Doug Craig, intend to introduce the following motion to be

discussed at the Budget Committee meeting on March 4, 2015:

Whereas the Fashion Museum has garnered an international reputation;

And whereas the establishment of cultural nodes have demonstrated economic benefits to surrounding communities;

And whereas, the Cultural Museum is committed to be part of the expanding community dialogue in the historic part of Hespeler Cambridge,

Therefore be it resolved that the Region of Waterloo support the Museum's request for \$45,000 to help support its first year start-up.

6.2.3 **Grant Request – Haven House**

I, Doug Craig, intend to introduce the following motion to be discussed at the Budget Committee meeting on March 4, 2015:

That Haven House be granted \$50,000 per year for each of the next five years (2015-2019 inclusive) for a total of \$250,000 to be funded from the Capital Levy Reserve Fund.

- Super Bowl 2015: Domestic Violence Public Service Announcement requested by Councillor D. Craig in support of Women's Shelters

6.3 **Other Councillor Resolutions**

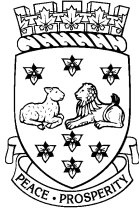
* 6.3.1 **Committee Chairs' Budget Scenario** (Attached) 85A

* 6.3.2 **Other Proposals**

7. **Final 2015 Tax Supported Budget Resolutions**

- Regional Services Excluding Police and Library Services 86
- Police Services Resolutions 87
- Library Resolutions 88

8. **Motion to Go into Closed Session (If required)**
9. **Adjourn**



Report: COR-FSD-15-05

Region of Waterloo
Corporate Services
Financial Services and Development Financing

To: Chair Sean Strickland and Members of the Budget Committee

Date: March, 4, 2015 **File Code:** F05-30

Subject: 2015 Budget Update

Recommendation:

For Information

Summary:

Nil

Report:

The objectives of the final 2015 Budget Committee meeting are to:

- Provide Committee members with updated and new 2015 Budget information
- Approve the 2015 Operating Budget, the 2015 Capital Budget and the 2016-2024 Capital Budget Forecast for Police Services
- Approve the 2015 Operating Budget, the 2015 Capital Budget and the 2016-2024 Capital Budget Forecast for the Waterloo Region Library
- Approve the Region's 2015 Property Tax Supported Operating Budget, 2015 Capital Budget and the 2016-2024 Capital Budget Forecast
- Approve a new Fees and Charges By-law
- Receive information with respect to O. Reg. 284/09 (Municipal Budget Regulation)

Details of the proposed 2015 Property Tax Supported Operating Budget and 2015-2024 Capital Programs have been previously provided in the form of the 2015 Preliminary Program Budget Book, the Budget Issue Paper package, Budget Information Papers, staff reports COR-FSD-14-132 dated December 16, 2014, COR-FSD-15-01 dated January 21, 2015, and COR-FSD-15-03 dated February 11, 2015 and through staff presentations at Budget Committee. Additional information papers are included on this agenda.

1. 2015-2024 Tax Supported Capital Program

The Region of Waterloo's Ten Year Capital program sets out the planned investments in infrastructure, facilities, equipment, vehicles and related studies, along with the proposed sources of financing for such investments. The proposed 2015-2024 Tax Supported Capital Program includes total expenditures in 2015 (including carryovers from 2014) of \$634 million and a 10 year total expenditure estimate of \$2.3 billion. Major projects and initiatives included in the ten year capital program include:

- Stage 1 of the ION Light Rail Transit project
- \$871 million in road and bridge infrastructure
- \$184 million in facility related capital works
- \$22 million for a new voice radio system
- \$224 million in facility, equipment and vehicle related works for GRT
- \$135 million in Waste Management capital projects, including new cell development, vehicle replacements and leachate control
- \$86 million for major repairs and refurbishments of Waterloo Region Housing units

Details of proposed capital projects by year are provided in each section of the Preliminary Budget Book. Funding for capital projects is provided from Regional reserves and reserve funds, the property tax levy, development charges, and debentures.

A resolution to approve the 2015 Tax Supported Capital Budget and the 2016-2024 Capital Forecast is included in this agenda.

2. 2015 Tax Supported Operating Budget

Current 2015 Base Budget position

The current base budget position for Regional programs is a levy requirement of \$304.097 million. This includes Committee-approved adjustments from February 11

relating to Waste Management revenues, Planning fee revenues, fuel budget price, and Community Services Committee recommendations for expenditure and staffing adjustments relating to the Community Alzheimer program, the Investment in Affordable Housing Program and Children's Services Wage Enhancement Program, all as set out in the table below.

Status of Preliminary Tax Supported Operating Position (excluding Police, Library Committee adjustments and Budget Issues)	2015 Property Tax Levy (\$millions)	2015 Tax Rate Impact	2015 FTE Impact
Opening position for Regional Programs as of January 21	\$304.529	1.77 %	
Amendments approved by Budget Committee on February 11, 2015			
Waste Management revenues (minimum fee and tipping fee)	(0.051)	(0.01)%	-
Planning revenues (development processing fees)	(0.120)	(0.03)%	-
Fuel Budget Price Strategy	(0.261)	(0.06)%	-
Community Alzheimer's Program (funded by LHIN)	-	-	5.3 Perm
Investment in Affordable Housing (provincial funding)	-	-	1.0 Temp
Children's Services Provincial Wage Enhancement (provincial funding)	-	-	2.0 Temp
Regional Programs, February 11 (excluding Police, Library Committee adjustments and Budget Issues)	\$304.097	1.67 %	5.3 Perm 3.0 Temp

The current status of the budget is a regional tax rate impact of 1.67%, exclusive of Police Services, Library Committee adjustments and Budget Issue Papers. This serves as a starting point for final Committee deliberations on March 4, 2015.

3. Waterloo Regional Police Service

On February 11, 2015 the Police Services Board approved in principle the 2015 Police Services Budget with a total tax levy of \$145,609,556, representing an increase of \$4.7 million or 3.3% over the 2014 tax levy for Police Services. The Police Budget results in a 2015 tax rate increase of 0.58%. Additional information and details are provided in the 2015 Police Services Budget Information Paper included on the February 11 agenda, pages 73-80. The 2015 Police Services Operating Budget is summarized below:

Waterloo Regional Police Services Budget Summary				
	2014 Approved Budget	2015 Budget (Approved in Principle)	\$ Change	% Change
Expenditure	\$152,433,619	\$158,696,385	\$6,262,766	4.11%
Revenue	11,528,292	13,086,829	1,558,537	13.52%
Property Tax Requirement	\$140,905,327	\$145,609,556	\$4,704,229	3.34%
Tax Rate Impact	0.81%	0.58%	--	--

The Police Services 10 year capital program totals \$82.754 million, with \$7.031 million included in 2015. Specific projects are listed on page 80 of the February 11 Information Paper.

Regional Council's obligation under the "Police Services Act" is to establish an overall budget for the Police Services Board. In so doing, Council does not have the authority to approve or disapprove specific items in the budget. Resolutions to approve the 2015 Police Services Operating Budget and 2015-2024 Police Services Capital Program are included in this agenda.

4. Region of Waterloo Library

On February 3, 2015 the Library Committee approved the 2015 Budget for the Waterloo Regional Library with a total tax levy of \$2,493,121. This levy represents an approved increase of \$107,785 (4.25%) over the 2014 approved budget and \$71,000 over the Region's 2015 Preliminary Budget provision. Several budget issues were approved during the February 3 meeting. Details regarding these approvals are provided in the information paper and the appended staff report to Library Committee (PDL-LIB-15-03), both of which are included on this agenda.

Waterloo Region Library Budget Summary				
	2014 Approved Budget	2015 Budget Approved by Committee	\$ Change	% Change
Expenditure	\$2,535,910	\$2,643,695	\$107,785	4.25%
Revenue	150,574	150,574	--	--
Property Tax Requirement	\$2,385,336	\$2,493,121	\$107,785	4.52%
Property Tax requirement included in ROW preliminary 2015 Budget		\$2,422,121		
Additional amount required in 2015 Regional Tax Supported Budget		\$71,000		

The Library is an area rated service which is levied across the four townships. Resolutions to approve the 2015 Library Budget and 2015-2024 Library Capital Program are included in this agenda.

5. Revised position, including Police Services and Region of Waterloo Library

The budget position, including Police Services Board and Library Committee budget approvals is reflected in the following table:

Preliminary Tax Supported Operating Position	2015 Property Tax Levy (\$millions)	2015 Tax Rate Impact
Opening position for Regional Programs as of February 11	\$304.097	1.67 %
Adjustment for Library Committee approvals*	0.071	0.02 %
Waterloo Regional Police Services	145.610	0.58 %
2015 Tax Supported Operating Position, including Police and Library	\$449.778	2.27 %

* Area rated to the four townships

6. Items referred from Community Services Committee – Feb. 24, 2015

At its meeting on February 24, 2015 the Community Services Committee referred three items to the Budget Committee, as set out below:

a. Children's Services 2015 Provincial Subsidy (CSD-CHS-15-05)

The Community Services Committee recommends that the 2015 Children's Services operating budget be increased by \$413,040 to reflect additional provincial subsidy, with no property tax levy impact. The full report is attached to this agenda.

b. Community Homelessness Prevention Initiative (CSD-HOU-15-04)

The Community Services Committee recommends the addition of one temporary full time equivalent position from April 1, 2015 to March 31, 2016 in order to support the final CHPI transition year and significant system redesign efforts scheduled to be implemented April 1, 2016. There is no net levy impact for this recommendation. The full report is attached to this agenda.

c. Backgrounder on Paramedic Services Budget Issue Paper (PHE-PSV-15-01)

At the February 24, 2015 Community Services Committee meeting, staff provided further information regarding rural response times and the Paramedic Services budget issue paper through a staff presentation and report. It was agreed that any motions relating to this matter would be considered by the Budget Committee on March 4. The full report is attached to this agenda.

7. Gapping

Gapping refers to the difference between budgeted salary and benefit amounts and actual costs. Reasons for gapping include temporary vacancies, pay grid differentials and family vs single benefit rates. Conservative budget compensation estimates are calculated with all positions at the senior level of the designated pay scale and all eligible positions at family benefit rates. An offsetting provision is then made to account for reasonable estimated savings resulting from unanticipated events, i.e., vacancies, seniority of incumbents, benefits experience, etc. This gapping provision is a corporate provision found in the Corporate Financial budget.

The 2014 Budget included a global salary and benefit gapping provision of \$1.9 million, based on the average of the prior three years' actual gapping experience. The 2014 year end estimates project a sustainable gapping amount of \$1.675 million. Incorporating the 2014 estimate, the three year rolling average would be as follows:

	\$million
2014 Gapping Estimate	\$ 1.675
2013 Gapping	\$ 1.870
2012 Gapping	\$ 1.769
Three Year Average	\$ 1.771
2015 Budget	\$ 1.923
Variance	\$(0.152)

Although the three year average is less than the current budget provision, no change to the global gapping provision is recommended for 2015. The gapping provision will be reviewed for the 2016 Budget.

8. 2015 Regional Budget Issues

A separate package of Budget Issue Papers (BIP) was provided in January for Committee's review (see Section 4 of the budget binder). Typically, a BIP must relate to at least one of the following:

- new or amended legislation and regulations;
- a significant health and safety issue;
- long term financial sustainability;
- increasing demand for service; or
- in-year request from Council on a specific issue.

As mentioned in the February 11 Budget report, several budget issues are recommended which have no impact on the property tax levy as a result of offsetting program revenues or reserve funding. These budget issues are as follows:

Budget issue papers with no incremental tax levy impact		
Description	BIP pkg page #	Funding source
Facilities Project Management positions	5	Capital projects
Implementation of Regional Transportation Master Plan (RTMP): Grand River Transportation Services Expansion (note 1)	9	RTMP Reserve Fund
EMS Master Plan review – One time funding for consultant	19	Capital Levy Reserve Fund
Homemakers and Nurses Services Coordinator	26	Provincial subsidy
Mobile Support Solutions	33	PC Reserve
Graphic Designer position	40	Internal recoveries
Provincial Offences Court positions	44	Increased revenue

Note 1 – included in the base budget is an increase equal to 1.5% of the urban levy to fund the RTMP reserve fund

The remaining budget issue papers are set out below:

Budget issue papers with an incremental impact on the tax levy (\$000s)			
Description	BIP pkg page #	2015 Impact	Annualized Impact
Start-Up and Transition Funding for the New Waterloo Region Economic Development Corporation (WREDC)	5	\$216	\$432
Implementation of GRT Mobility PLUS Business Plan	15	\$90	\$266
Upgrade a RERU to an Ambulance and Crew as per Master Plan	22	\$265	\$484
Sunnyside Home Resident Care	29	\$187	\$374
Corporate IT Solutions Administration and Support	37	\$69	\$113
Capital Financing	48	\$750	\$750
Subtotal		\$1,577	\$2,419

The full list of Issue Papers is provided in Appendix A and total \$1.577 million, with a modest tax impact of 0.36%.

9. Budget Position Including Budget Issues

The status of the revised 2015 Property Tax Supported Budget is summarized as follows:

Status Of 2015 Tax Supported Operating Budget	2015 Property Tax Levy (\$millions)	2015 Tax Rate % impact
Tax Supported Operating, including police and library	\$449.778	2.27 %
Recommended budget issue papers	\$1.577	0.36 %
Proposed 2015 Tax Supported Operating Budget	\$451.355	2.63 %

A resolution to approve the 2015 Tax Supported Operating Budget is included in this agenda.

10. Budget Information Papers

The March 4, 2015 Budget Committee agenda includes the following budget information papers:

- Region of Waterloo Library Budget
- Fees and Charges By-law
- Municipal Budget Regulations

11. Other reports on this agenda

There are two additional reports on the agenda for Budget Committee's consideration and these are as follows:

- **2015 Grant Requests: Innisfree House, Haven House, Fashion History Museum (COR-TRY-15-17).** This report outlines grant requests received from these organizations during the 2015 Budget process, the history of such requests and funding options for Committee's consideration.
- **Sexual Health Youth Strategy Funding (PHE-IDS-15-04).** This report outlines the funding request made by the Sexual Assault Support Centre of Waterloo Region Centre, provides background for Public Health's mandate with respect to this particular issue, and funding options for Committee's consideration.

Corporate Strategic Plan:

The 2015-2018 Corporate Strategic Plan is under development with an initial Council Strategic Planning session scheduled for early April 2015. In the interim, the 2015 budget is reflective of the 2011-2014 Corporate Strategic Plan, which seeks to maintain programs and services while moving towards a more sustainable community framework.

Financial Implications:

The 2015 regional budget inclusive of budget issues, police and library requires a 2.63% tax rate increase, based on final assessment growth of 1.52%. A 2.63% increase for would add approximately \$47 to the Regional tax bill for a residential property assessed at \$291,500 in 2014. A 1% tax rate increase generates an additional \$4.4 million in tax revenue.

The following table outlines the tax impacts on the average Regional property and provides tax impact percentages according to area municipality, accounting for service level differences:

Average Regional Taxes for typical residence (\$291,500 CVA)			
	Region	Police	Total
2014	\$1,199.11	\$578.04	\$1,777.16
2015	\$1,235.52	\$588.42	\$1,823.94
\$ change	\$36.41	\$10.38	\$46.79
% change	3.04%	1.80%	2.63%
2015 tax rate impact	2.05%	0.58%	2.63%

2015 Regional Tax Impacts				
	3 Cities	3 Townships	Woolwich	Regional Avg
% change	2.76%	1.80%	1.76%	2.63%

As shown above, the actual tax rate impact will differ across the area municipalities in the Region. This is due to the fact that while the net cost of most programs and services is levied in a uniform manner on all properties in the seven area municipalities, there are limited exceptions where services (conventional and mobility public transit, rapid transit, and library) are area rated to specific municipalities, as set out in Appendix B.

Other Department Consultations/Concurrence:

All departments and the Waterloo Regional Police Service are involved in the development of the Region of Waterloo Budget.

Attachments:

Appendix A – Budget Issue Papers

Appendix B – Area Rated Services

Prepared By: Cheryl Braan, Manager, Budgets and Performance Measurement

Craig Dyer, Commissioner of Corporate Services/Chief Financial Officer

Approved By: Mike Murray, Chief Administrative Officer

Appendix A – Budget Issue Papers

**Region of Waterloo
2015 Budget Issue Papers**

DEPT/Division	Description	Annualized Levy Impact (\$000s)	2015 Budget Impact (\$000s)				
			Operating		Capital		
			Levy	Reserves /Other	Levy	Debt	Reserves
Focus Area 2 - Growth Management & Prosperity Management							
PDL/Economic Development	Start-Up and Transition Funding for the New Waterloo Region Economic Development Corporation (WREDC)	\$432	\$216				
COR /Facilities Management	Facilities Project Management positions	\$0		\$198			
Subtotal Focus Area 2		\$432	\$216	\$198	\$0	\$0	
Focus Area 3 - Sustainable Transportation							
TES/Grand River Transit	Implementation of Regional Transportation Master Plan (RTMP): Grand River Transportation Service Expansion (note 1)	\$0		\$797		\$35	
TES/Grand River Transit	Implementation of GRT Mobility PLUS Business Plan	\$266	\$90			\$117	
Subtotal Focus Area 3		\$266	\$90	\$797	\$0	\$152	
Focus Area 4 - Healthy & Inclusive Communities							
PHE/Paramedic Services	Master Plan Review - One Time Funding for Consultant	\$0				\$150	
PHE/Paramedic Services	Upgrade a RERU to an Ambulance and Crew as per Master Plan	\$484	\$265			\$225	
CSD /Seniors' Services	Homemakers and Nurses Services Coordinator	\$0		\$15			
Subtotal Focus Area 4		\$484	\$265	\$15	\$0	\$375	
Focus Area 5 - Service Excellence							
CSD/Seniors' Services	Sunnyside Home Resident Care	\$374	\$187				
COR/Information Technology Services	Mobile Solutions Support	\$0		\$105			
COR/Information Technology Services	Corporate IT Solutions Administration and Support	\$113	\$69				
PDL/Council & Admin Services	Graphic Designer Position	\$0		\$23			
PDL/Provincial Offences Act (POA)	Provincial Offences Court (POC) position	\$0		\$69			
Corporate Financial	Capital Financing	\$750	\$750				
Subtotal Focus Area 5		\$1,237	\$1,006	\$197	\$0	\$0	
Total		\$2,419	\$1,577	\$1,207	\$0	\$527	

note 1 - included in the base budget is an urban 1.5% levy increase to fund the RTMP reserve

Legend:

- COR Corporate Services
- CSD Community Services
- PDL Planning, Development and Legislative Services
- PHE Public Health and Emergency Services
- TES Transportation and Environmental Services

Appendix B – Area Rated Services

Service	Net cost of service levied to municipalities denoted with ✓						
	Cambridge	Kitchener	Waterloo	N. Dumfries	Wellesley	Wilmot	Woolwich
Conventional GRT route to Elmira							✓
Urban Conventional GRT service	✓	✓	✓				
Urban GRT Mobility service	✓	✓	✓				
Rural GRT Mobility service				✓	✓	✓	✓
Rapid Transit	✓	✓	✓				
Library Services				✓	✓	✓	✓
All other Regional Services	✓	✓	✓	✓	✓	✓	✓
Police Services	✓	✓	✓	✓	✓	✓	✓
	Budget impact is uniform across the three Cities			Budget impact is uniform across these three Townships			
2015 Budget Impact (based on current position, inclusive of budget issues and Police Services)	2.76%			1.80%			1.76%
2015 Budget Impact, Regional Average	2.63%						



Report: COR-TRY-15-17

Region of Waterloo
Corporate Services
Treasury Services

To: Chair Sean Strickland and Members of the Budget Committee

Date: March 4, 2015 **File Code:** F05-30

Subject: 2015 Budget - Requests For Funding

Recommendation:

For Information

Summary:

Four organizations have requested Regional Council to consider capital and / or operating funding during the 2015 budget process. This report will address three of the requests, being Innisfree House, Haven House and the Fashion History Museum. The fourth request, from the Sexual Assault Support Centre of Waterloo Region, is addressed in a separate report from Public Health and Emergency Services, also on this agenda (report PHE-IDS-15-04). No provision for these grants has been included in the 2015 budget currently under consideration by Budget Committee.

Report:

This report provides Budget Committee with information regarding three grant requests from local organizations, and options for Committee's consideration.

1.0 Innisfree House

At the February 3, 2015 Administration and Finance Committee, representatives from Innisfree House requested a capital grant of \$250,000 payable over three years to support the construction of a second hospice in Waterloo Region. A copy of the presentation is appended to the minutes of the February 3 A&F Committee. The organization currently operates Lisaard House in Cambridge. The project will provide palliative care to any resident of Waterloo Region facing end of life disease. Approximately 250 people per year will be served when Innisfree House is opened.

Construction of the facility has begun, and 85% of the \$4.4 million fundraising goal has been achieved.

1.1 Capital Funding of Health Related Projects

The Region does not have a direct mandate to deliver health care. However, the Region has a history of providing capital grants for the construction of health care facilities. The following is a list of health related capital projects to which the Region has contributed.

Year Approved	Agency	Amount
1992 & 1994	Rotary Centre	\$240,656
2001	Parents of Technologically Dependent Children of Ontario Central West Kids Country Club	\$5,537
2003	Sunbeam Centre	\$25,000
2005	Hospice Waterloo Region	\$100,000
2000	Grand River Hospital	\$20,900,000
2000	St. Mary's Hospital	\$8,600,000
2000	Cambridge Memorial Hospital	\$7,800,000
2006	Medical School (University of Waterloo)	\$15,000,000
2009	Conestoga College School of Health Sciences	\$5,700,000

Funding for these projects has been from a combination of the former Hospital Capital Reserve Fund, operating budget provisions and debentures.

1.2 Options for Consideration

Committee has the following options to deal with the request from Innisfree House:

1. Take no action on the request.
2. Approve a grant of \$250,000 to be paid over three years to be funded by an increase in the 2015 Operating budget by \$83,333 for three years (2015, 2016 and 2017).
3. Approve a grant of \$250,000 to be paid over three years to be funded by the Capital Levy Reserve Fund.
4. Approve a grant of a different amount and timing, to be funded from either the operating budget or the Capital Levy Reserve Fund.

It is noted that the Hospital Capital Reserve Fund was closed in 2013 and the remaining balance of \$1.37 million was transferred to the Capital Levy Reserve Fund.

2.0 Women's Crisis Services of Waterloo Region – Haven House

At the February 3, 2015 Administration and Finance Committee, representatives from Women's Crisis Services of Waterloo Region (WCSWR) requested financial assistance for the construction of a replacement for Haven House. The agency made two requests, a one time capital grant of \$50,000 and relief from the Regional Development Charge (estimated at \$328,981). A copy of the material distributed to Committee is appended to the minutes of the February 3 A&F Committee.

In partnership with the community, WCSWR empowers and supports women and children to move beyond violence and abuse through the provision of safe shelter, education and outreach services. The organization currently operates one shelter in Cambridge (Haven House) and one in Kitchener (Anselma House). The organization is planning to develop a 33,604 sq. ft., 45-bed facility in Cambridge to replace the existing Haven House which does not have adequate facilities to support the growing client base. City of Cambridge Planning staff advises that the proposed development is currently at the site plan approval stage.

The total projected cost to rebuild Haven House is \$8.4 million with \$5.1 million to be raised from the community and other levels of government. As of February 3, 2015, the outstanding fundraising goal is \$3.2 million. City of Cambridge staff advise that the City has committed \$25,000 to the project at this point.

The Region does not have a direct mandate to provide capital grants to community organizations. The Region has in the past provided capital grants to organizations already funded by the Region through the Grants to Community Organization process or through purchase of service arrangements. Such capital grants are set out below:

Year Approved	Agency	Amount
2001	Catholic Family Counselling Centre	\$25,000
2004-2005	K-W Multi-cultural Centre	\$50,000
2005	Community Justice Initiatives	\$30,000
2005	K-W Counselling Services	\$25,000
2007	Woolwich Counselling Centre	\$25,000

2.1 One Time \$50,000 Capital Grant

Committee has the following options to deal with this part of the request:

1. Take no action on the request.
2. Approve a grant of \$50,000 to be funded by an increase in the 2015 Operating Budget.

3. Approve a grant of \$50,000 to be funded by the Capital Levy Reserve Fund.
4. Approve a grant of a different amount and timing, to be funded from either the operating budget or the Capital Levy Reserve Fund.

2.2 Regional Development Charges

WCSWR has also requested that the Region waive the Regional Development Charges relating to this project. Development charges can not be legally waived. As a result, Council would have to provide a grant in an amount equal to the development charges if the WCSWR request were to be approved. Grants to cover development charges cannot be funded from the Development Charge Reserve Fund and consequently must be funded from other sources, i.e. property taxes and user rates. The proposed facility would be classified as institutional and assessed a development charge of \$9.79 per sq. ft. for total estimated Regional Development Charges of \$328,981.

2.2.1 Requests to Fund Regional Development Charges

Since the first RDC By-law was passed in 1991, the Region has taken no action on grant requests from non-profit organizations to offset development charges. Grants have only been provided when there has been a direct link to core Regional programs. An RDC grant is provided to Habitat for Humanity for development charges applicable to its projects in continuance of Council's policy of supporting community housing initiatives.

Attached as Appendix "A" is a table which summarizes the Regional Development Charges paid by various not-for-profit, charitable and community/cultural organizations for the period 2004-2014. Attached as Appendix "B" is a table which summarizes the Regional Development Charges paid by various educational institutions for the same period.

2.2.2 Requests to Defer Regional Development Charges

As prescribed by the RDC By-law, all development charges must be paid before a building permit is issued. Relating RDC collection to the building permit issuance is one of the options available to municipalities under the "Development Charges Act". This practice ensures that the municipality can collect the development charges required to finance infrastructure in a timely and consistent manner.

Section 27 of the "Development Charges Act" states that "a municipality may enter into an agreement with a person who is required to pay a development charge providing for all or any part of a development charge to be paid before or after it would otherwise be payable." While the Act allows the Region to collect RDCs at a time other than that specified in the by-law, Regional Council has approved the deferral of payment of RDCs only in exceptional circumstances. Deferring the collection of development charges impacts the cash flow of the development charge reserves and consequently affects the

Region's ability to fund projects, thereby resulting in delayed projects and/or incurring additional borrowing costs. There have been only two instances since 1991 where Council has approved the deferral of payment of RDCs:

1. Trinity Village, a long term care facility, was granted a deferral in 2001 for two years as the existing facility was to house the residents until the new facility was ready for occupancy. The existing facility was then to be demolished and development charge credits applied to the newly constructed facility. The development charges totalling \$152,294 were paid in 2004 as the facility was not demolished as originally planned.
2. Wings of Paradise, a butterfly conservatory offering educational programs in conjunction with the School Boards, was granted a deferral by both the Region and the City of Cambridge in 2000 for five years, with interest payable. The regional development charge (including interest) of \$15,145 was paid within the first year.

2.2.3 Options for Consideration

The Region can not waive the RDC as requested by WCSWR for the redevelopment of Haven House. The Region has a long standing practice of collecting RDC's from non-profit, charitable and community / cultural organizations, including the WCSWR when Anselma House was built. Committee has the following options to deal with this part of the request:

1. Take no action on the request.
2. Approve a grant in the amount of \$328,981 to be funded by an increase in the 2015 Operating budget in the following areas:

a. Water	\$ 35,620
b. Wastewater	\$ 87,033
c. General (tax levy)	\$206,328
3. Approve a grant of \$328,981 to be funded by the Capital Levy Reserve Fund.
4. Approve a grant of a different amount and timing, to be funded from either the operating budget(s) or the Capital Levy Reserve Fund.
5. Approve the deferral of payment of Regional Development Charges for a specified period of time.

3.0 Fashion History Museum

At the February 3, 2015 Administration and Finance Committee, representatives from the Fashion History Museum requested an operating grant of \$45,000 for the operation of the new Fashion History Museum in the Hespeler community of Cambridge. The Fashion History Museum is an internationally recognized collection of over 50,000 fashion items dating back to the 1750's and the only museum in the country devoted to

the collection and preservation of fashion. A copy of the presentation is appended to the minutes of the February 3 A&F Committee.

The Fashion History Museum is scheduled to open in June, 2015 and will be located in the old post office building in Hespeler (City of Cambridge). The total operating budget is projected at \$204,000 for 2015 and \$205,000 for 2016. Representatives from the museum have requested regional support in the amount of \$45,000.

3.1 Funding of Arts and Culture Organizations

The Region does not have a program or funding stream for the Fashion History Museum request. In October 2012, Regional Council approved a number of recommendations on the Region's ongoing investment in Community Arts and Culture Organizations (per report P12-105/F-12-075) including continued annual funding for four (4) core Arts and Culture organizations (the Kitchener-Waterloo Symphony, The Museum, the Grand Philharmonic Choir and the Creative Enterprise Initiative) and direction to no longer accept grant requests from Arts and Culture Organizations. Arts and Culture groups looking for regional funding are now directed to the Waterloo Region Arts Fund. Economic Development grants are for events that have an economic benefit to the Region or for organizations that foster economic development.

3.2 Options for Consideration

Committee has the following options to deal with the request from the Fashion History Museum:

1. Take no action on the request.
2. Approve a grant of \$45,000 to be funded by an increase in the 2015 Operating Budget
3. Approve a grant of a different amount to be funded from the 2015 Operating Budget

Corporate Strategic Plan:

Provision of grants to organizations supports Strategic Plan objective 4, Healthy and Inclusive Communities.

Financial Implications:

The following chart summarizes the grant requests from the three agencies:

Organization	Type	Funding request	Year(s)
Innisfree House	Capital / One Time	\$250,000	Three
Women's Crisis Shelter of Waterloo Region	Capital / One time	\$50,000	One
	Capital / One time (RDC)	\$328,981	One
Fashion History Museum	Operating	\$45,000	Two - 2015 & 2016 Requirement beyond 2016 to be determined

The 2015 Budget currently under consideration by Budget Committee does not contain any provision for these grants.

The 2015 base budget includes funding of \$106,210 for the Waterloo Regional Heritage Foundation and \$242,820 for the Region of Waterloo Arts Fund, both at the same level of funding approved in 2014. The budget also includes funding of \$141,000 for Creative Enterprise Initiative (CEI). The \$141,000 is comprised of a \$100,000 grant for operations as well as \$41,000 to be matched by funding from other sources and used to support local arts and culture organizations.

Other Department Consultations/Concurrence:

Public Health and Emergency Services has prepared a separate report on today's agenda (PHE-IDS-15-04) regarding the grant request from the Sexual Assault Support Centre of Waterloo Region.

Attachments:

Appendix A: Development Charges Collected - Not-for-Profit, Charitable and Community/ Cultural Organizations 2004-2014

Appendix B: Development Charges Collected – Private Schools & Universities 2004-2014

Prepared By: Lee Parent, Manager of Finance

Shane Fedy, Financial Analyst, Transportation and RDC

Approved By: Craig Dyer, Commissioner of Corporate Services/Chief Financial Officer

Appendix A - Development Charges Collected

Not-for-Profit, Charitable and Community/Cultural Organizations

2004-2014

Organization	Gross RDC	Exemptions/ Allowances*	Net RDC Collected
Armenian Community Centre	\$54,795	\$0	\$54,795
Canadian Red Cross Society	1,434	1,434	0
Catholic Family Counselling Centre	23,244	0	23,244
Children's Aid Society of the Region of Waterloo	9,872	0	9,872
Christian Horizons	25,419	25,419	0
Christian Labour Association of Canada	4,851	0	4,851
Deafblind Ontario Services	12,820	0	12,820
House of Friendship of Kitchener	26,895	0	26,895
Islamic Centre of Cambridge	147,341	0	147,341
Kitchener Waterloo YMCA – Camp Ki-Wa-Y	7,710	0	7,710
KW and North Waterloo Humane Society	1,283	0	1,283
K-W Counselling Services Inc.	35,463	0	35,463
K-W Habilitation Services	195,406	164,350	31,056
KW Islamic Association	96,998	0	96,998
Langs Community Health Center	36,202	0	36,202
Lutherwood (children's mental health centre)	223,477	3,151	220,326
Morningstar Family Ministries	8,757	8,757	0
Parents for Community Living	83,854	82,229	1,625
Pensoth Corporation, The Children's Aid Society	19,673	4,265	15,408
Perimeter Institute	291,199	291,199	0
Portuguese Club of Cambridge	13,613	13,123	491
Rare Charitable Research Reserve	4,219	0	4,219
Ray of Hope	14,551	7,249	7,302
Reaching Our Outdoor Friends (Kitchener)	23,056	23,056	0
Saint Luke's Place	983	0	983
The Centre for International Governance Innovation Ltd.	620,092	620,092	0
Women's Crisis Services of Waterloo Region	284,291	0	284,291
Woolwich Community Services	106,274	11,262	95,013
Total	\$2,373,771	\$1,255,585	\$1,118,186
* Exemptions/allowances are predominantly downtown core and to a much lesser extent, demolition credits.			

Appendix B - Development Charges Collected

Private Schools & Universities

2004-2014

Organization	Gross RDC	Exemptions/ Allowances*	Net RDC Collected
Cambridge District Assoc. for Christian Education	\$142,597	\$0	\$142,597
Christian School Cambridge	60,995	0	60,995
Emmanuel Bible College	46,475	0	46,475
K-W Christian School Society	110,662	0	110,662
Mennonite Society of British North America	4,556	0	4,556
Orthodox Mennonite Church School	3,547	0	3,547
St Jude's Student Services Inc.	22,022	0	22,022
St. Johns-Kilmarnock School	119,738	0	119,738
University of Waterloo	9,954,908	578,766	9,376,142
Wilfrid Laurier University	2,031,240	201,576	1,829,665
Total	\$12,496,740	\$780,342	\$11,716,398
* Exemptions/allowances are predominantly downtown core and to a much lesser extent, demolition credits			



Report: PHE-IDS-15-04

Region of Waterloo

Public Health and Emergency Services

Infectious Diseases, Dental and Sexual Health

To: Chair Sean Strickland and Members of the Budget Committee

Date: March 4, 2015

File Code: P25-20

Subject: Sexual Health Youth Strategy Funding

Recommendation:

For Information

Summary:

At the February 11 Budget Committee meeting, members directed the Commissioner/ Medical Officer of Health and the Commissioner, Community Services to explore the feasibility of providing annual funding to the Sexual Assault Support Centre of Waterloo Region. This was in direct response to the Centre's request for \$50,000 per year to support their counselling and public education programs.

A review of Public Health's programs and services highlights an area of shared mandate between the health unit and the Sexual Assault Support Centre. Over the past three years both organizations, along with other community partners, have collaborated to develop and implement the Waterloo Region Sexual Health Youth Strategy (refer to Report PH-12-027), as endorsed by Regional Council (acting as the Board of Health). To date, the Sexual Assault Support Centre has collaborated on most strategy initiatives, and will assume a role in upcoming initiatives. The Centre is also one of the few organizations offering sexual health education and services targeted to males.

Based on this area of shared mandate and work toward meeting the collective goals and objectives in the Sexual Health Youth Strategy, there is rationale to provide funding to the Sexual Assault Support Centre for strategy-related activities.

Report:**Background**

At the February 11 Budget Committee meeting, members directed the Commissioner/ Medical Officer of Health and the Commissioner, Community Services to explore the feasibility of providing annual funding to the Sexual Assault Support Centre of Waterloo Region. This was in direct response to the Centre's request for \$50,000 per year to support their counselling and public education programs, and to alleviate financial pressures due to population growth and inflation.

Funding Request

A review of Public Health's programs and services highlights an area of shared mandate between the health unit and the Sexual Assault Support Centre. Over the past three years both organizations, along with other community partners, have collaborated to develop and implement the Waterloo Region Sexual Health Youth Strategy.

The Waterloo Region Sexual Health Youth Strategy (herein referred to as the Strategy) is a multi-year plan to increase access to services, enhance/improve training to youth and educators and to provide parents the supports they need to talk to their children about human development and sexual health. The strategy outlines a series of action items and activities that member organizations of the steering committee are collectively working to achieve over the coming years. Partners assume lead and supporting roles depending on the activity. In other instances the partners participate in an ad hoc or advisory role. Refer to Report PH-12-027 for an overview of the Strategy, which was endorsed by Regional Council on June 19, 2012. The strategy is one mechanism by which Council meets its mandate as outlined in the Ontario Public Health Standards.

To date, the Sexual Assault Support Centre has collaborated on most strategy initiatives. They will also assume a role in upcoming initiatives aimed at developing and offering education sessions and resources in support of the upcoming human development and sexual health component of the Elementary Health and Physical Education (HPE) provincial curriculum, and reviewing and enhancing programs and services targeted to males. The Centre is one of the only organizations in the region offering these targeted services to males.

Options for Consideration and Associated Implications**Option #1 Take No Action**

The Public Health Sexual Health Youth Strategy is under final development, for implementation in the near future. The current funding model is based on historical funding decisions as opposed to the current mandate and priorities of the Sexual Health Youth Strategy. Prior to this budget request coming forward, a report to Council was

anticipated sometime in 2015 that would include recommendations to modernize the funding to more accurately reflect the work to be done by community partners under the Strategy. Staff anticipates bringing a recommendation forward in 2015 for Council consideration. This option has no net impact on the 2015 Operating budget.

Option #2 Support the request by adding 100% Regional Funding (\$50,000)

This option would utilize \$50,000 in 100% Regional funding to fund the Sexual Assault Support Centre and would supplement the existing cost-shared funding of \$53,711. This would support Council's mandate in the Ontario Public Health Standards and the priorities set by the Sexual Health Youth Strategy Steering Committee. These priorities were endorsed by Council and work to fill some gaps in existing sexual health programs and services. It also meets the Region's mandate to target services to its priority populations, a key objective of the Strategy.

This option would increase the 2015 Operating Budget by \$50,000. Options to transition this additional allocation to the cost-shared budget (75% provincial, 25% Regional) would be explored in future budget cycles.

Ontario Public Health Standards:

This relates to Ontario Public Health Standards requirements #5 and #6 in the Sexual Health, Sexually Transmitted Infections, and Blood-borne Infections (including HIV) standard:

- Requirement #5 states, "The board of health shall use a comprehensive health promotion approach to increase the community capacity regarding the promotion of healthy sexuality, including the prevention of adolescent pregnancies, sexually transmitted infections and blood-borne infections by:
 - Collaborating with and engaging community partners and priority populations;
 - Mobilizing and promoting access to community resources;
 - Providing skill-building opportunities; and
 - Sharing best practices and evidence.
- Requirement #6 states, "The board of health shall collaborate with community partners, including school boards, to create supportive environments to promote healthy sexuality and access to sexual health services."

Corporate Strategic Plan:

The Waterloo Region Sexual Health Youth Strategy relates to strategic focus area #4 (Healthy and Inclusive Communities).

Financial Implications:

As set out in the report.

Other Department Consultations/Concurrence:

Representatives from Corporate Services and the Office of the Chief Administrative Officer were consulted in the development of this report.

Attachments:

Prepared By: **Chris Harold**, Manager, Information and Planning (IDDSH)

Karen Quigley-Hobbs, Director, Infectious Diseases, Dental and Sexual Health and Chief Nursing Officer

Anne Schlorff, Director, Central Resources

Approved By: **Dr. Liana Nolan**, Commissioner/Medical Officer of Health

2015 Budget

2015 Budget Information

Information: 2015 Region of Waterloo Library Budget

On February 3, 2015 the Library Committee approved the 2015 Budget for the Waterloo Regional Library with a total tax levy of \$2,493,121. This represents an increase of \$107,785 over 2014 and \$71,000 more than presented in the 2015 Preliminary Budget Book.

The staff report (PDL-LIB-15-03) contains details of the 2015 Operating Budget and 2015-2024 Capital Budget and Forecast and is attached as Appendix A. 2015 Region of Waterloo Library budget resolutions as approved by the Library Committee are attached as Appendix B. The following table outlines the budget and staffing impacts of Library Committee's approval:

Status of Region of Waterloo Library Budget	2015 Property Tax Levy (\$millions)	2015 FTE Impact
Opening 2015 base budget position per Preliminary Budget Book	\$2,422,121	0.0
Approved by Library Committee, February 3, 2015 (per report PDL-LIB-15-03):		
Supervisor Library Programs	34,000	1.0 Perm
Increased Library Technical Support	16,000	0.3 Perm
Increased provision for Library Reserve	5,000	
Approved by Library Committee, February 3, 2015 (not included in report):		
Supervisor Library Programs*	16,000	
2015 Region of Waterloo Library Budget, as approved by Library Committee	\$2,493,121	1.3 Perm

*Per report PDL-LIB-15-03, this portion of the salary was originally to be funded from the reserve (Taylor Bequest). The Library Committee approved funding of this portion from the property tax levy.

A resolution for the Region's Budget Committee to approve the 2015 Library Budget, 2015 Capital Budget and 2016-2024 Capital Budget Forecast is included in this agenda.

Appendix A



Report: PDL-LIB-15-03

Region of Waterloo
Planning, Development and Legislative Services
Cultural Services

To: Chair Les Armstrong and Members of the Library Committee

Date: February 3, 2015 **File Code:** F05-02

Subject: Region of Waterloo Library: Preliminary 2015 Budget

Recommendation:

That Library Committee approve the following with regard to the Region of Waterloo Library Budget as described in Report P-LIB-15-03, dated February 3, 2015:

- a) the 2015 Library Operating Budget with a net levy of \$ _____ (____ %);
- b) the 2015 Library Capital Budget;
- c) the 2016 - 2024 Library Capital Forecast;

And that the matter be referred to Budget Committee.

Summary:

The proposed 2015 preliminary base budget for the Region of Waterloo Library (RWL) is \$2,422,121 which is an increase of \$36,785 or 1.54% over 2014. This increase covers standard salary and benefit adjustments, as well as minor increases reflecting inflation for contracted services such as rent, janitorial and materials purchasing/processing. Based on rural assessment growth for all four Townships of 1.84% in 2014, this represents a net decrease of .29% or \$0.21/household, for an average household cost of \$72.53. (Note: all household costs in this report are based on an average residential property having an assessed value of \$291,500 for 2014).

Three budget issues, with a total cost of \$55,000 and 1.3 FTE, are described in this report, for consideration by Library Committee. If all were approved, the total budget increase would be \$91,785 (1.97% after assessment) or \$1.43 per Township household. The proposed 2015 Capital Budget with recommended 2015 expenditures is also included.

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In order to send the RWL budget recommendation to Budget Committee for final approval, it is necessary for Library Committee to approve the budget at this meeting. If a resolution is not approved at this meeting, Library Committee will need to reconvene to resolve the RWL budget before the Regional Council final budget meeting scheduled for March 4, 2015.

Report:

Preliminary 2015 Program Summary

The preliminary 2015 Program Summary for the Region of Waterloo Library is shown in Attachment 1. In 2014, estimated actual expenditures were below budget by about \$72,000. The under expenditure is primarily due to staff turnover resulting in slightly lower compensation costs. Once the surplus amount is finalized (and it may be less than this estimate), Library Committee has typically recommended moving it to the Library Capital Reserve Fund, to support future capital and one-time spending needs.

The 2015 Base Budget includes standard salary and benefit adjustments, as well as minor increases reflecting inflation for contracted services such as rent, janitorial and materials purchasing/processing. This budget also reflects the shift in charging for facilities services (utilities, building maintenance, etc.) whereby these charges have been reallocated to Facilities Management and charged back through Interdepartmental Charges.

The proposed preliminary base budget is \$2,422,121 which is an increase of \$36,785 or 1.54% over 2014. Based on rural assessment growth for all four Townships of 1.84% in 2014, this represents a net decrease of .29% or \$0.21/household, for an average household cost of \$72.53. (Note: all household costs in this report are based on an average residential property having an assessed value of \$291,500 for 2014).

New Initiatives Implemented in 2014

Following a significant budget increase in 2013 which enabled immediate implementation of many actions recommended in the Service Review, only one new initiative was proposed in 2014. This was the addition of funding for a second summer student to support the Summer Reading Club. The two students, employed from May to August, design and present programs at all of the branches, engaging children and maintaining literacy levels over the summer months. Enrolment in 2014 was 1,739 children, a 6% increase over 2013.

Other new initiatives in 2014 that did not require a budget increase included:

- Floating collections
- On-line program registration

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- Collections (\$5,000 TD donation for children's materials)
- Expanded online services such as online magazines
- Children's Create it! Pop-up Zones

Capital projects funded in 2014 included:

- Children's/teen furnishings in Wellesley
- Refresh children's area and renovate program area in New Hamburg
- Furnish and move New Dundee branch to renovated, accessible space

In late 2013, RWL was informed of a bequest from the estate of Mr. Thomas Taylor of Toronto, to be used for the purchase and preservation of books and other material available to the general public and to benefit the community of Ayr in a variety of ways into the future. Through Report P-LIB-14-003 dated April 1, 2014, Library Committee discussed and agreed on using the approximately \$300,000 bequest for several initiatives. Some of the programming planning was begun in 2014, but more will be accomplished in 2015, as described later in this report.

Potential Additions to 2015 Operating Budget

The Region of Waterloo Library Service Review, undertaken in 2012-2013, determined four areas where service improvement will have the greatest impact on residents' satisfaction with library services. Primary among these was "services and programs that meet residents' needs". The Service Review report P-LIB-13-003 dated May 8, 2013 included a three year schedule for implementing the recommended actions. Many of these actions were completed in 2013/2014 and have been well received by residents, including adjustments to operating hours, improvements to the web site, and introduction of computer training programs. The next group of recommended actions will require additional staff to implement. The two areas proposed for expansion in 2015 are programs and technology, as further described in the following paragraphs.

New staff position for programs:

The approved RWL Statement of Purpose for Programming developed through the Service Review affirms that "The Region of Waterloo Library is committed to promoting literacy and lifelong learning, and to supporting a diverse, engaged and vibrant community life: programming is an integral part of how the Library fulfills this commitment". Residents also requested that RWL:

- Continue to deliver quality programs for all ages and interests
- Continue quality programs for children
- Provide evening and weekend programs for working families
- Provide more programs for teens
- Expand volunteer opportunities for youth

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- Provide interesting experiences for adults
- Provide regular opportunities for older adults to socialize

Currently, children’s programming is the responsibility of the Manager Public Services and technology programming is the responsibility of the Manager Information Services. Two part-time staff positions are dedicated to organizing and delivering specific programs – the Family Literacy Coordinator and the Computer Trainer. Part-time branch staff deliver children’s literacy programs, in addition to their branch responsibilities.

In 2014/2015 RWL is using funds from the Taylor bequest to pilot the development of some new types of programs in the Ayr branch and to assess the level of staff support needed. The pilot has demonstrated that, in order to fully deliver the desired level of programming, RWL will need the support of a staff position responsible for planning and resourcing the focus on new programs, as well as potential future funding for full delivery of a suite of new programs.

It is proposed that, initially, a full-time Supervisor Library Programs position be created, to be implemented in the second half of 2015. By using a portion of funds from the Taylor bequest (as is currently being done in the pilot project), the funding for this position could be built up over three years, as shown in the table below.

Annualized operating cost (salary + benefits)	\$100,000
FTE	1.0
Priority	High

Incremental Budget Impact	2015 Impact	2016 Impact	2017 Impact	Annualized
Funding request: Salary + benefits for FT Supervisor, Library Programs (\$100,000)	\$50,000	\$50,000		\$100,000
Sources of Funding:				
-Operating budget	\$34,000	\$34,000	\$32,000	\$100,000
-Transfer from reserve (Taylor bequest)	\$16,000	\$16,000	\$(32,000)	

Increased Library Technical Support:

The Service Review found that “clients consider library staff to be exceptional”. These exceptional qualities come from a combination of attracting quality staff dedicated to their communities, along with providing appropriate training and support so that they are comfortable with the new technology and material that the library needs to offer.

One step that would further support maintaining staff expertise is to increase the hours of the part-time Library Technical Support Assistant position to full-time. This position assists with planning and evaluating library services, and supporting staff during changes to the automation system. Key duties would include administering the library's digital services, troubleshooting technical problems, and leading implementation of new software. There will be several enhancements to the automation system coming in 2015/16, and this position will be needed to coordinate the changes as well as provide required staff training. Increasing the hours for this position would also enable the transfer of responsibilities from other staff, freeing up some of their time to deliver programs/outreach in support of the proposed Supervisor position.

Annualized operating cost (from Part time to Full time)	\$32,000
FTE (net increase)	0.3
Priority	High

The financial impact of these potential budget additions is shown in Attachment 2. These two proposed 2015 budget issues would add \$50,000 for a total budget increase of \$86,785 (1.77% after assessment) or \$1.28 per Township household.

Other 2015 Initiatives (No impact on 2015 Budget)

Library Committee has already briefly discussed the potential for establishing outreach services to communities without a physical branch location. There are many options such as a mobile service, book "vending machines", shared space in another community facility, and so on. It is proposed that staff gather information in 2015 to consider possible objectives, options and costs, for consideration by Library Committee prior to the 2016 budget process.

RWL staff will continue to engage in discussions with staff from Woolwich Township and the Waterloo Catholic District School Board about operating a shared-use library branch in the elementary school proposed for Breslau and scheduled to open in Fall 2017. Library Committee may wish to request a report on staffing and cost implications of this initiative, including information regarding the adjacent Bloomingdale branch. In general, as the population served by RWL continues to grow, consideration will need to be given during the 2016 budget process to increasing the budget for branch staff hours in 2017 and beyond.

A portion of the Taylor bequest (about \$46,000) will be used to hire contract staff to digitize the Ayr local history collection (books, documents, files and clippings) and make it available online, in searchable full-text format. Approximately \$14,000 from the bequest will be used to support programming initiatives in Ayr.

The recently-announced Ontario Library Capacity Fund (about \$16,000) will be used to expand technology and services, including new hardware such as 3D printers and

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maker-space tools, and staff development for better program and service delivery.

Proposed 2015 – 2024 Capital Program

The proposed RWL Ten Year Capital Program is shown in Attachment 3.

Recommended capital expenditures in 2015 include:

- Branch furnishings: Baden, Elmira, Linwood
- Branch development: potential accessibility improvements, and staff accommodation at headquarters
- Electronic signage: TV monitors and networking to display branch programming and other events in the branches.
- Ayr branch projects: sound baffles, study rooms, exterior digital sign, scanning local history documents

Adjustments to the Capital Program may be proposed in 2016. These could arise from planned 2015 discussions with Township staff about the library branch facilities, the outcome of the decision about a share-use library in Breslau, and the potential need to re-configure the RWL headquarters building to better accommodate staff and material processing needs.

A further consideration will be the increasing cost of library books due to the declining value of the Canadian dollar, and the increasing demand for eBooks which are relatively expensive to purchase.

For these reasons, it is proposed that Library Committee consider an annual contribution from the Operating Budget to the Library Reserve Fund, initially in the amount of \$5000, as shown in Attachment 2. Adding this amount would bring the total increase to \$91,785 or 1.97% after assessment growth.

Next Steps

In order to send the RWL budget recommendation to Budget Committee for final approval, it is necessary for Library Committee to approve the budget at this meeting. If a resolution is not approved at this meeting, Library Committee will need to reconvene to resolve the RWL budget before the Regional Council final budget meeting scheduled for March 4, 2015.

Corporate Strategic Plan:

The RWL Budget supports the Vision of the Strategic Plan, that "Waterloo Region will be an inclusive, thriving and sustainable community committed to maintaining harmony between rural and urban areas and fostering opportunities for current and future generations."

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Financial Implications:

The preliminary RWL 2015 base budget is \$2,422,121 an increase of \$36,785 compared to 2014, which represents an decrease of \$0.21 per Township household or -0.29% after Township assessment growth of 1.84%. The proposed 2015 budget issues include additional spending in 2015 for a total budget increase of \$91,785 (1.97% after assessment) or \$1.43 per Township household.

Other Department Consultations/Concurrence:

This report has been prepared jointly by Finance and Cultural Services staff.

Attachments:

- Attachment 1 - Preliminary 2015 Program Summary
- Attachment 2 - 2015 Proposed Budget Issue Summary
- Attachment 3 - Proposed Capital Program

Prepared By: Lucille Bish, Director, Cultural Services

Approved By: Rob Horne, Commissioner, Planning Development and Legislative Services

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Attachment 1 - Preliminary 2015 Program Summary



Region of Waterloo Library

Divisional Budget Details
 (\$000s)

	2014			Variance Notes	2015 Budget	Budget Change	% Change	Budget Notes
	2014 Budget	Estimated Actual	Variance					
Expenditures								
Compensation	\$ 1,878	\$ 1,815	\$ 63	A1	\$ 1,905	\$ 27	1.4%	B1
Other operating	498	489	9		352	(146)	(29.3%)	B2
Interdepartmental charges	93	93	-		242	149	160.2%	B2
Transfers to reserves	67	66	1		74	7	10.4%	
Net expenditures	\$ 2,536	\$ 2,463	\$ 73		\$ 2,573	\$ 37	1.5%	
Revenues								
Provincial grants & subsidies	107	107	-		107	-	0.0%	
Fees & charges	44	43	(1)		44	-	0.0%	
Revenue subtotal	\$ 151	\$ 150	\$ (1)		\$ 151	\$ -	0.0%	
Property tax levy	\$ 2,385	\$ 2,313	\$ 72		\$ 2,422	\$ 37	1.6%	
Cost to the average household	\$ 73				\$ 73			

Budgeted Staff Complement (FTEs)

	2014	2015	Change	Notes
Permanent	27.5	27.5	-	
Temporary	1.1	1.1	-	
Total	28.6	28.6	-	

NOTES

**Actuals variance notes**

A1 Savings due to temporary vacancies; not sustainable in 2015

Budget notes

B1 Compensation per contracts/estimates

B2 Budget change reflects a shift in rent allocation approach such that all occupancy costs are charged interdepartmentally from Facilities Management. For service areas that occupy single use buildings, facility-related budgets have been reallocated to Facilities Management and are charged back to the service area through an interdepartmental rent charge. Calculated rates include amounts for utilities, property taxes and general building maintenance as well as a provision for funding lifecycle works

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Attachment 2 - 2015 Proposed Budget Issue Summary

Waterloo Regional Library
2015 - 2018 Draft Budget Plan

ATTACHMENT 2

	<u>2015</u>	<u>2015%</u>	<u>2016</u>	<u>2016%</u>	<u>2017</u>	<u>2017%</u>	<u>2018</u>	<u>2018%</u>
Operating								
Base adjustment (after assessment)	36,785	-0.29%	74,314	1.98%	78,043	1.98%	81,344	1.98%
Issues:								
Priority								
1	34,000	1.40%	34,000	1.36%	32,000	1.22%		
2	16,000	0.66%	16,000	0.64%				
3	5,000	0.20%						
	55,000	2.26%	50,000	2.00%	32,000	1.22%	0	0.00%
Total Increase in Net Levy:	91,785	1.97%	124,314	3.98%	110,043	3.20%	81,344	1.98%

Revised Net Levy: 2,477,121 2,601,435 2,711,478 2,792,822

Increase in FTE 1.30

Assumption:

Township Assessment Growth

1.0184

1.01

1.01

1.01

Attachment 3 - Proposed Capital Program



Region of Waterloo Library

Ten Year Capital Forecast (\$000's)
2015 - 2024

	2015	2016	2017	2018	2019	2015 - Subtotal	2020 - Subtotal	2015 - Total
EXPENDITURES								
20002 Library Holdings Aquisitions	112	112	112	112	112	559	559	1,117
20009 Other Branch Furnishings	20	20	20	20	20	100	100	200
20014 Equipment Replacement Vehicles		60				60	60	120
20015 Branch Development	45	20		20		85	60	145
20020 Electronic Exterior Branch Signage	45					45		45
20021 Ayr Branch Projects	135					135		135
TOTAL EXPENDITURES	357	212	132	152	132	984	779	1,762
SOURCES OF FINANCING								
Reserve and Reserve Funds								
3980160 Library Capital RF	240	35	15	35	15	399	134	472
3982130 Library Vehicle Reserve		60				60	60	120
3985700 RDC R.F. - Library	117	117	117	117	117	585	585	1,170
TOTAL SOURCES OF FINANCING	357	212	132	152	132	984	779	1,762

Note:

1) Funding from Regional Development Charges (RDC) has been updated to reflect the impacts of the 2014 RDC Background Study approved by Regional Council. RDC funding available for years after 2018 will depend, in part, on analysis and decisions to be undertaken during the next review.

Appendix B

The Regional Municipality of Waterloo**Library Committee****Summary of Recommendations to Budget Committee**

That Library Committee approve the following with regard to the Region of Waterloo Library Budget, as described in Report P-LIB-15-03, dated February 3, 2015:

- a. the 2015 Library Operating Budget with a net levy of \$2,493,121 (2.63%); including \$76,000 for initiatives to be fully funded through contributions to operating from the Taylor Bequest (\$60,000) and the Ontario Library Capacity Fund (\$16,000);
- b. the 2015 Library Capital Budget; and
- c. the 2016 - 2024 Library Capital Forecast.

February 3, 2015

2015 BUDGET**2015 BUDGET INFORMATION**

INFORMATION: Fees & Charges By-Law

Section 391 of the “Municipal Act” permits municipalities to establish and maintain a list of services subject to fees or charges. By-law Number 14-002, a By-law to Establish Fees and Charges for the Regional Municipality of Waterloo, has been adopted to fulfill this requirement. This by-law is reviewed annually to incorporate new or revised fees adopted by Regional Council.

As part of the 2015 budget process, all service areas reviewed their fees and charges and, where appropriate, are proposing changes to certain fees. On January 21, 2015 staff presented an information paper outlining proposed changes to the Fees and Charges By-law for 2015 (pages 23-30 of January 21, 2015 Budget Committee agenda). Appendix A provides an updated list of those proposed fee changes.

As user rates for Water and Wastewater are approved by separate by-laws, they are not included in this schedule.

An increase to the Transit for Reduced Income Program (T.R.I.P.) Pass was originally contemplated in the January proposed Fees & Charges By-law information paper. Generally, when GRT fares increase, a portion of the increase is passed on to the TRIP client with the remainder funded through the TRIP program. For 2015, the proposed increase in the monthly adult GRT pass is \$3. In the Responses to Councillor Requests information paper (pages 60-72 of the February 11, 2015 Budget Committee agenda), staff proposed that the cost of TRIP passes remain at 2014 levels. The overall 2015 TRIP budget is able to accommodate the increased Regional subsidy required. It should be noted, however, that an increase in participation rates could necessitate additional funding for the TRIP program in future operating budgets.

Two other changes from the January proposal include the Region of Waterloo International Airport new security fee and removal of the half full vehicle rate for Waste Management.

A resolution to repeal the current Fees and Charges By-law and pass a new Fees and Charges By-law will be included along with the General Budget Resolutions for Budget Committee on March 4, 2015.

Appendix "A" - Proposed Changes to Fees and Charges By-Law

Description	Current Fee	Effective Date	Proposed Fee
PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES			
Airport Services (Region of Waterloo International Airport)			
Advertising			
Advertising displays in Terminal Building (over 50 square feet)	\$9.00 / square foot	Mar 5 - 15	\$11.00 / square foot
Aircraft Operating Fees			
Based Flight Schools			
Single Engine	\$50.00	Mar 5 - 15	\$55.00
Medium Twin	\$70.00	Mar 5 - 15	\$75.00
Note: Landing fees will be charged to all training aircraft under this category greater than 3,000 kg as per landing fee table.			
Automobile Parking (Includes H.S.T.)			
Tenant Parking	\$30.00 / month	Mar 5 - 15	\$35.00 / month
Car Rental Agencies - Reserved Spots	\$60.00 / month	Mar 5 - 15	\$65.00 / month
Special Events Parking Permit - per vehicle	\$3.00 / vehicle	Mar 5 - 15	\$3.50 / vehicle
Regular Parking - Hourly	\$3.00	Mar 5 - 15	\$3.50
Regular Parking - Daily	\$6.00	Mar 5 - 15	\$7.00
Regular Parking - Weekly	\$42.00	Mar 5 - 15	\$49.00
Landing Fees			
Landing Fees per 1,000 kg or part thereof (3,000kg and up)			
Based, non-based, domestic and international (Based on gross take off weight)			
0 - 2,999 kg	\$0.00	Mar 5 - 15	\$0.00
3,000 - 21,000 kg	\$6.00	Mar 5 - 15	\$6.25
21,001 - 45,000 kg	\$6.00	Mar 5 - 15	\$6.25
Greater than 45,000 kg	\$6.00	Mar 5 - 15	\$6.25
Helicopters	\$6.00	Mar 5 - 15	\$6.25
Land Rental Fees (per acre)	\$135.00	Mar 5 - 15	\$150.00
Lease Rates			
Private (building rate per sq. ft.)	\$0.26	Mar 5 - 15	\$0.275
Commercial (building rate per sq. ft.)	\$0.26	Mar 5 - 15	\$0.275
Special Commercial (building rate per sq. ft.)	\$0.41	Mar 5 - 15	\$0.43
Special Commercial (building rate maintenance fee per sq. ft.)	\$0.08	Mar 5 - 15	\$0.09
Special Commercial (land rate per sq. ft.)	\$0.11	Mar 5 - 15	\$0.12
Special Commercial (land rate maintenance fee per sq. ft.)	\$0.08	Mar 5 - 15	\$0.09
Office Rent - Terminal Building (per sq. ft.)	\$18.50	Mar 5 - 15	\$19.00
Office Rent - Common Area (per sq. ft.)	\$0.70	Mar 5 - 15	\$0.75
Asphalt - Apron 1, 2, 3 (per sq. ft.)	\$0.40	Mar 5 - 15	\$0.41
Hangar Rent (per sq. ft.)	\$4.30	Mar 5 - 15	\$4.50
Airport Miscellaneous Fees			
Tenant Facility Alterations Permit	\$50.00	Mar 5 - 15	Delete
Office Administration Fees			
Special Events Permit (per application)	\$50.00	Mar 5 - 15	Delete
Airline Associated Fees			
Aircraft Pushback Fee (per push back)	\$50.00	Mar 5 - 15	\$30.00
Security			
Restricted Area Identity Card (RAIC)	New	Apr 1 - 15	\$75.00
<i>RAIC is valid for a period of 5 years – fee is payable upon initial application and renewal</i>			
Snow Removal			
Apron Sweeping (per hour)	\$125.00	Mar 5 - 15	Delete
Community Planning			
Condominium Plans			
Modifications	\$500.00	Mar 5 - 15	\$1,000.00
Recirculation	\$500.00	Mar 5 - 15	\$1,000.00
Submission of completed application	\$2,000.00	Mar 5 - 15	\$2,000 plus \$100/residential unit (to a maximum fee) of \$5,000
Registration Release per phase (where delegated)	New	Mar 5 - 15	\$500.00
Official Plan/Amendments			
Municipal Initiated Official Plan Amendments for the purpose of conformity to the Regional Official Plan and/or implementation of Provincial Policy	\$260.00	Mar 5 - 15	Delete

Description	Current Fee	Effective Date	Proposed Fee
Subdivision Plans			
Plan of Subdivision application	\$2,500.00	Mar 5 - 15	\$2,500.00 plus \$250/ hectare (to a maximum fee of \$10,000)
Recirculation	\$1,000.00	Mar 5 - 15	\$2,000.00
Modifications	\$500.00	Mar 5 - 15	\$1,000.00
Other			
Review of full Environmental Impact Statement	\$3,000.00	Mar 5 - 15	\$4,000.00
Review of scoped Environmental Impact Statement	\$1,500.00	Mar 5 - 15	\$2,000.00
Public Meeting if required pursuant to Sections 17(10) or 51(19) of the "Planning Act, 1995"	\$2,000.00	Mar 5 - 15	Actual Costs
Peer Review Fee	New	Mar 5 - 15	Actual Costs
Applications			
Site Plan Review	New	Mar 5 - 15	\$700.00
<i>Applies to applications which require a Regional response (i.e. where an application is located on a Regional Road, Regional Infrastructure/Facilities are nearby, or there is a Regional or Provincial issue as determined by the Area Municipal Planner or as part of pre-consultation if applicable)</i>			
Review of Transportation Impact Study (includes pre-consultation)	New	Mar 5 - 15	\$350.00
Zoning By-Law Amendment	New	Mar 5 - 15	\$1,000.00
<i>Does not apply to Section 39 Planning Act applications (temporary use for garden suites)</i>			
Removal of Holding Provision for Aggregate Applications <i>Where a Regional release is required.</i>	New	Mar 5 - 15	\$5,000.00
Consent Application <i>Only where a new lot is being created.</i>	New	Mar 5 - 15	\$350.00
Pre-Submission Consultation <i>For Subdivisions and Condominiums where the Region is the approval authority.</i>	New	Mar 5 - 15	\$250.00
<i>All Application fees listed above are proposed not to apply to any application initiated by an Area Municipality.</i>			
Waterloo Region Museum (W.R.M.)			
School Admissions - Education Program Admission			
1/2 day program (per child rate, one adult free per 6 students)	\$5.00 (additional adults pay \$5.00 each)	Sept 1 - 15	\$5.50 (additional adults pay \$5.50 each)
Room Rentals			
W.R.M. Grand Foyer	\$1,200.00 / evening for Standard Base Groups, \$600.00 / evening for Community Groups	Mar 5 - 15	Delete
W.R.M. Grand Foyer - per evening, Fri. Sat. Sun.	New	Mar 5 - 15	\$1,200.00 / evening for Standard Base Groups, \$600.00 / evening for Community Groups
W.R.M. Grand Foyer - standard rate only - per evening, Mon to Thurs	New	Mar 5 - 15	\$800.00
Birthday Parties			
Flat rate for a maximum of 15 children (aged 12 years and under) and 2 adults, 2.5 hour program	\$100.00 (additional adults \$5.00 each)	Mar 5 - 15	\$175.00 (additional adults \$10.00 each)
Ticket processing/handling fee (may apply for events at all museums)	New	Mar 5 - 15	\$2.00
Joseph Schneider Haus			
General Admission			
Adults (aged 18 - 54)	\$2.25	May 1 - 15	\$6.00
Children (aged 5-12)	\$1.25	May 1 - 15	\$4.00
Children (aged 4 and under)	No charge	May 1 - 15	\$0.00
Family (2 adults and their dependent children)	\$5.00	May 1 - 15	\$15.00
Seniors (aged 55 and over)	\$1.50	May 1 - 15	\$5.00
Students (aged 13 - 17)	\$1.50	May 1 - 15	\$5.00
Education Program Admission			
1 hour (per child and accompanying adults)	\$2.25	Sept 1 - 15	Delete
1.5-2 Hours (per child and accompanying adults)	\$2.75	Sept 1 - 15	Delete
1/2 day program (per child rate, one adult free per 6 students)	New	Sept 1 - 15	\$4.00

Description	Current Fee	Effective Date	Proposed Fee
Summer Day Camp			
Basic - Per child rate for a 5 day program	New	Mar 5 - 15	\$150.00
Visiting Cousin - Per child rate for a 5 day program, age 8 to 13, includes lunch	New	Mar 5 - 15	\$175.00 / week
Filming (Commercial) depending on size of production/disruption	New	Mar 5 - 15	\$1,000.00 - \$3,000.00 / Day
Photocopies - Per page	New	Mar 5 - 15	\$0.20
McDougall Cottage			
Kids in Kilts Children's Craft Program	New	May 1 - 15	\$3.00
Filming (Commercial) depending on size of production/disruption	New	Mar 5 - 15	\$1,000.00 - \$3,000.00 / Day
Region of Waterloo Library			
Overdue Charges			
Materials borrowed on an adult library card will be charged adult rates.			
Material borrowed on a juvenile library card will be charged juvenile rates.			
Adult Member:			
Maximum Charge	\$5.00	Mar 5 - 15	\$10.00
Library privileges suspended at \$20.00	\$10.00	Mar 5 - 15	\$20.00
Juvenile Member:			
Library privileges suspended at \$20.00	\$5.00	Mar 5 - 15	\$20.00
TRANSPORTATION AND ENVIRONMENTAL SERVICES			
Transportation			
Roads and Traffic			
Tender Documents	\$35.00	Mar 5 - 15	Delete
Tender Documents (paper copy)	\$35.00	Mar 5 - 15	\$35.00
Wi-Fi Devices			
Annual license fee per pole installed	\$22.35	Mar 5 - 15	Delete
Annual line clearing fee per pole installed	\$2.25	Mar 5 - 15	Delete
Waste Management			
Minimum fee per visit to landfill and transfer stations	\$2.00	Jul 1 - 15	\$5.00
Rural Waste Management Facilities			
Regular items			
First three (3) items	\$2.00	Jul 1 - 15	\$5.00
For each additional three (3) items	\$2.00	Jul 1 - 15	Delete
Vehicle Rates			
Half Full	\$10.00	Jul 1 - 15	Delete
Waterloo and Cambridge Sites			
General Refuse/Garbage	\$74.00/M.T.	Jul 1 - 15	\$75.00/M.T.
Pallets/Drywall	\$74.00/M.T.	Jul 1 - 15	Delete
Surcharge Loads - Waterloo site only (stumps, wire, styrofoam, asbestos, etc.)	\$148.00/M.T.	Jul 1 - 15	\$150.00/M.T.
Transit Services - Grand River Transit (G.R.T.)			
Tickets			
Adult Tickets - strip of 5	\$12.35 (\$2.47 each)	Jul 1 - 15	\$12.85 (\$2.57 each)
Reduced Tickets - strip of 5 ²	\$10.70 (\$2.14 each)	Jul 1 - 15	\$11.15 (\$2.23 each)

Description	Current Fee	Effective Date	Proposed Fee
Passes			
Adult Monthly Pass ¹	\$76.00	Jul 1 - 15	\$79.00
College Pass (per 4 month term) ¹	\$257.00	Jul 1 - 15	\$267.00
Conestoga College Pass (Per 4 month term) includes Photo I.D.	\$218.00	Jul 1 - 15	\$227.00
Day Pass/Sunday/Holiday Family Pass	\$7.00	Jul 1 - 15	\$7.50
Reduced Monthly Pass - Seniors, elementary and high school students ^{1, 2}	\$64.00	Jul 1 - 15	\$67.00
Student Summer Pass (July & August) ¹	\$108.00	Jul 1 - 15	\$113.00
Notes:			
Children under five ride free with a paying customer.			
1. Photo I.D. charge of \$5.00 required – one-time fee for Adult and Senior Reduced Monthly Passes; per year for Student Reduced Monthly Passes; per term for Summer Pass and College Pass (except Conestoga College).			
2. Reduced fares are available to seniors, elementary and high school students.			
COMMUNITY SERVICES			
Seniors' Services - Sunnyside Home			
Preferred Accommodation - Private (per day rate as set by Ministry and subject to change)	\$21.50 / day	Apr 1 - 15	\$23.25 / day
Community Alzheimer Program (income based)			
Regular Day Program	\$18.00	Apr 1 - 15	\$15.00
Regular Day Program (Cambridge)	\$15.00	Apr 1 - 15	Delete
Cancellation without notice	\$23.00	Apr 1 - 15	Delete
Cancellation without notice - Day Program	New	Apr 1 - 15	\$12.00
Cancellation with notice - Day Program	New	Apr 1 - 15	\$6.00
Cancellation without notice - Overnight Stay	New	Apr 1 - 15	\$36.85
Extended Day Program (per day)	\$23.00	Apr 1 - 15	\$20.00
Respite Program - overnight stay (Rate as set by Ministry and subject to change)	\$36.34 / night	Apr 1 - 15	\$36.85 / night
Facility Rental			
Family Celebration Room - Supportive Housing	\$22.00	Apr 1 - 15	\$22.50
Classroom rental - Supportive Housing	\$32.00	Apr 1 - 15	\$32.50
Wellness Meeting Room	\$16.00	Apr 1 - 15	\$16.50
Franklin Meeting Room	\$16.00	Apr 1 - 15	\$16.50
Kenneth Meeting Room	\$16.00	Apr 1 - 15	\$16.50
Kenneth Administration Room	\$16.00	Apr 1 - 15	\$16.50
Kenneth Classroom/Boardroom	\$22.00	Apr 1 - 15	\$22.50
Chapel	\$22.00	Apr 1 - 15	\$22.50
Chapel - Meeting Room	\$22.00	Apr 1 - 15	\$22.50
Heritage Hall - up to 50 people	\$32.00	Apr 1 - 15	\$32.50
Heritage Hall - 51 to 100 people	\$55.00	Apr 1 - 15	\$56.00
Telephone/Television			
Telephone - Residents	\$29.50 / month + long distance	Apr 1 - 15	\$30.00 / month + long distance
Telephone - Convalescent Care per month	\$40.00 / month + long distance	Apr 1 - 15	\$41.00 / month + long distance
Cable Television - Residents	\$29.00 / month	Apr 1 - 15	\$29.50 / month
Cable Television - Convalescent Care per month	\$40.00 / month	Apr 1 - 15	\$41.00 / month
Cable Television - Convalescent Care (for stays less than 30 days)	\$2.50 / day	Apr 1 - 15	Delete
Miscellaneous			
Seniors Day Program (meal)	\$7.25 / meal	Apr 1 - 15	\$7.40 / meal
Loaves & Fishes Program	\$7.25 / meal	Apr 1 - 15	\$7.40 / meal

Description	Current Fee	Effective Date	Proposed Fee
Children's Services			
Region of Waterloo Children's Centres			
Infant (6+ hours)			
One Day	\$66.30	Jul 1 - 15	\$67.30
Three Days	\$198.90	Jul 1 - 15	\$201.90
Four Days	\$265.20	Jul 1 - 15	\$269.20
Five Days	\$331.50	Jul 1 - 15	\$336.50
Toddler (6+ hours)			
One Day	\$45.05	Jul 1 - 15	\$45.75
Three Days	\$135.15	Jul 1 - 15	\$137.20
Four Days	\$180.20	Jul 1 - 15	\$183.00
Five Days	\$225.25	Jul 1 - 15	\$228.75
Toddler (<6 hours)			
One Day	\$34.45	Jul 1 - 15	\$35.00
Three Days	\$103.35	Jul 1 - 15	\$105.00
Four Days	\$137.80	Jul 1 - 15	\$140.00
Five Days	\$172.25	Jul 1 - 15	\$175.00
Preschool (6+ hours)			
One Day	\$41.75	Jul 1 - 15	\$42.40
Three Days	\$125.25	Jul 1 - 15	\$127.20
Four Days	\$167.00	Jul 1 - 15	\$169.60
Five Days	\$208.75	Jul 1 - 15	\$212.00
Preschool (<6 hours)			
One Day	\$31.45	Jul 1 - 15	\$31.95
Three Days	\$94.35	Jul 1 - 15	\$95.85
Four Days	\$125.80	Jul 1 - 15	\$127.80
Five Days	\$157.25	Jul 1 - 15	\$159.75
PUBLIC HEALTH & EMERGENCY SERVICES			
Infectious Diseases, Dental & Sexual Health			
Adult Emergency Dental Clinic			
Initial Visit	\$10.00	Mar 5 - 15	Delete
Root Canal - 1 root	\$50.00	Mar 5 - 15	Delete
Root Canal - 2 roots	\$70.00	Mar 5 - 15	Delete
Root Canal - 3 roots	\$90.00	Mar 5 - 15	Delete
Vaccine Preventable Diseases			
Thermometer (cold chain)	New	Mar 5 - 15	\$76.60
Health Protection Division			
File Searches (Payable in Advance)			
Food Premise File Search	\$84.75	Mar 5 - 15	\$88.00
Food Premise File Search & Inspection	\$160.00	Mar 5 - 15	\$165.00
Septic System File Search	\$84.75	Mar 5 - 15	\$88.00
Paramedic Services			
Special Event Coverage			
Single Paramedic plus vehicle	\$79.00 / hour, \$317.00 minimum	Apr 1 - 15	\$81.00 / hour, \$323.00 minimum
Two Paramedics plus vehicle	\$135.00 / hour, \$541.00 minimum	Apr 1 - 15	\$138.00 / hour, \$552.00 minimum
Special Event Coverage - short notice (OT) - or Full Time Staff			
Single Paramedic	\$107.00 / hour, \$429.00 minimum	Apr 1 - 15	\$109.00 / hour, \$437.00 minimum
Two Paramedics	\$191.00 / hour, \$766.00 minimum	Apr 1 - 15	\$198.00 / hour, \$791.00 minimum
Request for Information			
Ambulance Call Reports (Fee is per Request; not hourly)	\$86.03	Apr 1 - 15	\$87.75

2015 Budget

2015 Budget Information

Information: Municipal Budget Regulations

In 2009, the Province amended the “Municipal Act” (the “Act”) to incorporate changes to municipal financial reporting and budget requirements. The Act requires that municipalities prepare balanced budgets which include all of the annual expenses of the municipality. Previously, all of these expenses were recorded on a modified-cash basis where assets, such as roads, bridges and water plants, were budgeted and expensed as purchased and long-term liabilities, such as post-closure expenses for landfills or post-employment benefits, were budgeted and funded at the amounts required to satisfy current obligations.

The annual expenses of the municipality now incorporate tangible capital asset (TCA) accounting, as required by Public Sector Accounting Board (PSAB) Standard 3150. PSAB 3150 requires recording the historical cost of tangible capital assets and the related annual amortization expense on municipal financial statements. Amortization is the amount of a tangible capital asset which is consumed through use of that asset by a municipality during the year. For example, a road with an expected life of 50 years would have one-fiftieth of its historical cost recorded as amortization in a year.

The expense for long-term liabilities, such as the landfill post-closure and post employment benefits is recorded as the change in the estimate of full future costs as calculated in the current year.

These expenses, while they provide valuable information, are not the basis used by most municipalities to determine the annual budget and tax levy. The Act requires that Council be informed of the impact of not including these expenses in the annual operating budget. Specifically, Ontario *Regulation 284/09* permits municipalities to exclude the following expenses from the budget process:

- Amortization expenses (related to tangible capital assets);
- Post employment benefits expenses (related to early retirements and disability benefits, Workers Compensation payments, sick leave and life insurance payments); and
- Solid waste landfill closure and post-closure expenses.

Tangible Capital Assets

For budget purposes, the Region prepares a ten year capital program which includes expenditures and funding sources for the assets it plans to build or acquire. The funding sources include development charges, long term financing (debentures), federal or provincial government subsidies, and transfers from the operating budgets and capital reserves. The operating budget includes these transfers to capital and also the principal and interest repayments on debt issued to acquire assets. These tax levy amounts provide for the purchase and replacement of assets as required, and generally exceed the related amortization. Amortization is the expense related to historical cost of assets consumed during the year, and due to inflation, is less than the amount required to replace assets.

Post-Employment Benefits

Post-employment benefits represent the cost to provide benefits in the future that have been earned by employees' service-to-date and include vested sick leave, health, dental, and life insurance. The future liability is calculated each year for financial statement purposes. The amount recorded for financial statement purposes is the amount that is expected to be paid out over the future benefit period and the net change in the future liability from year to year is included on the Income Statement.

For budget purposes, the Region estimates the amount of cash required to fund current year obligations of these benefits and this amount is provided in the current year user rate and tax supported operating budgets.

Landfill Closure and Post-Closure Costs

Landfill closure and post-closure costs are the costs which will be incurred to close active landfill sites and to monitor and remediate any closed landfills into the future. The future liability is calculated each year for financial statement purposes. The amount recorded for financial statement (i.e. balance sheet) purposes is the amount that is expected to be paid out over the future period and the net change in the future liability from year to year is included on the Income Statement.

For budget purposes, the Region budgets for the closure related costs and annual maintenance and monitoring of closed landfill sites on a cash basis.

The table which follows illustrates the amounts budgeted and included in the financial statements for the above items in the 2013 fiscal year. The 2014 amounts for changes in the outstanding liability will be available when the 2014 financial statements are completed. For comparison purposes 2015 budget figures are also shown.

Table 1: Estimated Effect of Budgeting for Non-Cash Expenditures (\$000's)

	2013 Budget	2013 Income Statement	Difference	2015 Budget
Transfers to Capital from Operating	\$100,766			\$122,312
Principal Repayments	\$35,893			\$44,014
Amortization		\$85,234		
Total	\$136,659	\$85,234	\$51,425	\$166,327
Post-Employment Benefits	\$3,574	\$9,136	(\$5,562)	\$4,310
Landfill Post-Closure Costs	\$0	\$2,523	(\$2,523)	\$0

Table 1 illustrates that the amount of taxes raised through the operating budget for transfers to capital to fund capital acquisitions and major refurbishments exceeds the amortization expense for accounting purposes. This is expected as the amount required to fund asset replacements in the future would typically exceed amortization based on historical costs.

Summary

The Region, similar to most municipalities in Ontario and in accordance with the Act, continues to budget on a modified cash basis to determine the tax levy and user rate requirements needed to fund the operations of the Region and its ten year capital program.

A resolution to receive this report is included in the General Budget resolutions included in this agenda.

Budget Committee: March 4, 2015

Background Information re: Fuel Price Strategy

Excerpt taken from the February 11th Budget Committee report (COR-FSD-15-03), Page 13.

Fuel budget:

The price of crude oil has declined dramatically over the past few months. Consequently, significant uncertainty exists in establishing a budget price for fuel. Staff is proposing a mitigation strategy whereby a lower but reasonable price for fuel is set, with 25% of the savings allocated to reduce the 2015 property tax levy and 75% allocated to reduce debenture requirements for Grand River Transit bus replacements and fuel infrastructure replacement. The following table presents various scenarios and indicates staff's recommendation with respect to budgeted fuel price for 2015:

**Region of Waterloo
Regional Services excluding Police
Fuel Options**

2014 budget price = \$1.07625

Budget Price Scenario		Savings			Proposed Strategy		Future Budget Savings	
		Region (excl Police)	Waste Mgmt Contracts	Total Savings	25%	75%	Avoided Annual Debt Servicing	Ten Year Total Interest Savings
Diesel	Gasoline				Tax levy	Contribution to capital		
\$1.04	\$0.92	\$448,000	\$66,000	\$514,000	\$129,000	\$385,000	\$43,310	\$48,104
\$1.00	\$0.88	\$888,000	\$154,000	\$1,042,000	\$261,000	\$781,000	\$87,858	\$97,583
\$0.95	\$0.83	\$1,438,000	\$264,000	\$1,702,000	\$426,000	\$1,276,000	\$143,543	\$159,432
\$0.90	\$0.78	\$1,988,000	\$374,000	\$2,362,000	\$591,000	\$1,771,000	\$199,228	\$221,280

* Staff recommended.

The recommended scenario results in budget savings of \$1.042 million, of which Transit Services accounts for \$760,000. Staff is proposing that:

- a. the 2015 property tax levy be reduced by \$261,000;
- b. repurpose \$760,000 to replace debt financing for GRT bus replacements; and;
- c. transfer the balance of \$21,000 to the Fuel Equipment reserve to replace debt financing for future fuel infrastructure.

The total transfer to reserves of \$781,000 would finance asset replacements that would otherwise be debenture financed, thereby avoiding associated debt servicing costs. The tax impact of the recommended strategy is -0.06%. The benefits of this strategy are that it:

- provides some relief to the 2015 tax levy;
- allows progress toward funding bus replacements through reserve financing as opposed to debt financing;
- avoids future debt servicing costs; and,
- mitigates the risk associated with reducing the tax levy significantly (i.e. when fuel prices rebound, the levy will not have to be adjusted upward by a significant amount).

In the event that fuel prices rebound earlier in 2015 than expected and result in an unfavourable variance for fuel, the contribution to reserves would be reduced to compensate for this variance.



Region of Waterloo

WASTE COLLECTION COSTS

	Tri-City			Township		
	Cost per Tonne or per stop	Total Annual Cost (2013)	# of Stops/Tonnes	Cost per Tonne or per stop	Total Annual Cost (2013)	# of Stops/Tonnes
Blue Box Recycling	\$177.60/tonne	\$5,589,480	31,470 tonnes	\$284.38/tonne	\$1,231,360	4,330 tonnes
Green Bin	\$20.03/stop	\$2,386,500	119,170 stops	\$26.25/stop	\$421,270	16,050 stops
Garbage/ Large Item	\$46.52/stop	\$5,935,680	127,580 stops	\$66.55/stop	\$1,449,480	21,800 stops
Yard Waste	\$86.25/tonne	\$1,167,420	13,535 tonnes	\$406.82/tonne	\$650,910	1,600 tonnes



Report: CSD-CHS-15-05

Region of Waterloo
Community Services
Children's Services

To: Chair Geoff Lorentz and Members of the Community Services Committee

Date: February 23, 2015

File Code: S04-20

Subject: 2015 Provincial Funding for Children's Services

Recommendation:

That the Regional Municipality of Waterloo increase the 2015 Children's Services Operating Budget by \$413,040 in 100% Provincial funding, \$0 net regional tax levy; and

That this matter be referred to Budget Committee for consideration as outlined in report CSD-CHS-15-05, dated February 24, 2015.

Report:

1.0 Background

Through a service agreement with the Province of Ontario, Ministry of Education (MEDU), funding is provided to the Region of Waterloo for funding and administration of the licensed Early Learning and Child Care (ELCC) system in Waterloo Region. Prior to 2009 all new funding provided by the Province, related to ELCC required a municipal contribution. Since that time no additional municipal contribution has been required. However, the municipal contribution that existed prior to 2009 is still a mandatory requirement. Currently there are four cost sharing envelopes in the Children's Services budget (100% Provincial, 50/50, 80/20, 100% municipal).

In 2012, the Province introduced a new funding formula which incorporated census data and other factors that are used to determine what allocation flows to each municipality. In addition, a Utilization Grant was created which provides a financial incentive to municipalities who contribute 100% tax levy funds above and beyond their mandatory requirements. In Waterloo Region, a significant investment in child care funded from Regional property taxes occurred in the years between 2009 and 2012 to address 1798024

service pressures for fee subsidy and special needs support services. Since 2012, as new Provincial funding has been provided approximately \$1.2M in regional funding has been removed from the Children's Services budget. This reduction in regional funding has directly impacted the 2015 Utilization grant received from the Province.

2.0 Provincial Allocation for 2015

In 2015 the Province will provide \$32,915,117 in provincial funding. This represents an increase in funding provided by the Province totalling \$586,261 (+1.8%) over the 2014 Provincial approval. The 2015 preliminary Operating budget included \$32,507,077 in provincial funding, an increase of \$173,221 over the 2014 approval. There remains a balance of \$413,040 to be included in the 2015 budget. Attachment 1 compares the 2015 approval to the 2014 approval and the 2015 Base budget.

Compared to the 2015 Operating Budget, the 2015 funding approval allocates increased funding to Core Services (\$472,450) and Repairs and Maintenance (\$2,106) and decreases funding to Capital Retrofits (\$15,489), Transformation (\$44,473) and Capacity Building (\$1,554). The net increase totals \$413,040.

It is important to note when looking at the comparison chart in Attachment 1 that the increase is due to updated 2011 Census data which reflects a growth in population in Waterloo Region. This change has offset the reduction of \$1.2M in the Utilization grant. The decrease in the utilization grant is due to the \$850,000 reduction in Regional funding in the 2014 Budget and an additional \$400,000 during the 2013 Budget. Further reductions in 2015 of Regional funding will result in an additional reduction of the Utilization Grant in future.

3.0 Funding Uses

The net increase in funding of \$413,040 does have some restrictions on where it can be allocated. The funding increase can only be directed to one of the following; child care fee subsidy, base operating funding for community operators and special needs resource services. A variety of options for Councils consideration are outlined in the table below along with potential impacts.

<p>Option One:</p> <p>Use the new Provincial funding to reduce the 2015 Regional property tax levy by \$413,040.</p>	<p>Potential Impact:</p> <p>Will result in further Provincial reductions in the utilization grant in the 2016 budget of an equivalent amount. May also negatively impact services such as child care fee subsidy and/or special needs supports.</p>
<p>Option Two:</p> <p>Reduce the 2015 Regional tax levy by \$200,000 and increase the Children's Service operating budget by \$213,040 (or some other combination)</p>	<p>Will result in Provincial funding reductions in 2016. May also negatively impact services such as child care fee subsidy and special needs supports.</p>
<p>Option Three: (Recommended)</p> <p>Increase the 2015 Children's Services operating budget by \$413,040 in 100% Provincial funding with \$0 net tax levy impact. Funds would be allocated to Core Services and dedicated envelopes would be funded at the 2015 Base budget level</p>	<p>Does not impact Provincial funding for 2016. Allows flexibility to address service demands in child care fee subsidy and special needs supports in 2015.</p>

Staff is recommending that Council select Option Three, which would direct the new Provincial funding totalling \$413,040 to the child care fee subsidy budget and maintain the special purpose funding envelopes at the 2014 approval level.

Corporate Strategic Plan:

The new approach to purchase of service rates aligns with the 2011-2014 Region's Corporate Strategic Focus Area 4: Healthy and Inclusive Communities; Strategic Objective 4.5 (to) work collaboratively with the community to support the development of services for children.

Financial Implications:

The 2015 Provincial funding allocation totals \$32,915,117. The 2015 preliminary Regional budget currently under consideration included an anticipated provincial subsidy of \$32,502,077. This represents an increase in funding provided by the Province totalling \$413,040 over the 2015 Operating Budget currently under consideration.

The 2015 preliminary budget currently under consideration includes a property tax levy of \$7.98 million for Children's Services (page 213 of the preliminary 2015 Budget Book). This is unchanged from the 2014 property tax levy.

Other Department Consultations/Concurrence:

Staff in Corporate Resources, Treasury and Legal Services support the flow of funding and administration of contracts.

Attachments:

Attachment 1 – Comparison of 2014-2015 Budget Approvals

Prepared By: Nancy Dickieson, Director, Children's Services

Approved By: Douglas Bartholomew-Saunders, Commissioner,
Community Services

ATTACHMENT 1
Comparison of 2014 – 2015 Provincial Approvals

	2014 Provincial Budget	2015 Provincial Budget	Variance
Core Services Funding	\$23,885,519	\$25,395,149	\$1,509,630
Rural Factor	64,285	8,062	(56,223)
Cost of Living Factor	957,174	989,477	32,303
Language	1,072,627	1,116,099	43,472
Aboriginal	71,970	74,876	2,906
*Capital Retrofits	306,921	291,432	(15,489)
*Transformation	242,102	197,629	(44,473)
*Capacity Building	231,975	241,425	9,450
*Transition	1,806,772	2,111,679	304,907
*Repairs & Mtce.	98,526	100,632	2,106
*Small Water Works	2,648	4,040	1,392
Utilization Grant	3,864,935	2,607,123	(1,257,812)
Capping Adjustment	(276,598)	(222,506)	54,092
Total	\$32,328,856	\$ 32,915,117	\$586,261
2015 Regional Base Budget		32,502,077	
Variance		\$413,040	

*identifies Special Purpose Funding envelopes that are 100% Provincial funds and cannot be used for other purposes.



Report: CSD-HOU-15-04

Region of Waterloo
Community Services
Housing Services

To: Chair Geoff Lorentz and Members of the Community Services Committee

Date: February 24, 2015

File Code: S13-30

Subject: **Community Homelessness Prevention Initiative Update**

Recommendation:

That the Regional Municipality of Waterloo take the following actions with regard to the Region of Waterloo's Community Homelessness Prevention Initiative (CHPI) as outlined in report CSD-HOU-15-04, dated February 24, 2015:

- a) Request additional base funding of \$1,175,000 for CHPI from the Ministry of Municipal Affairs and Housing.
- b) Forward report CSD-HOU-15-04 to the Ministry of Municipal Affairs and Housing, the Association of Municipalities of Ontario (AMO) and the Ontario Municipal Social Services Association (OMSSA).
- c) Increase the 2015 Operating Budget for Housing Services by \$82,500 gross and \$0 net regional levy and increase 1.0 temporary full time equivalent for Housing Services as of April 1, 2015 to March 31, 2016 to support the final CHPI transition year, and refer this matter to Budget Committee for consideration.
- d) Authorize the Director, Housing Services to reallocate funding between CHPI service categories within year, as needed, to ensure full utilization of the CHPI allocation.

Summary:

The Community Homelessness Prevention Initiative (CHPI) was initiated January 1, 2013. CHPI is part of the new *Housing Services Act*, 2011 and is a key resource for implementation of the Province's newly required 10-Year Housing and Homelessness Plans. CHPI is funded through the Ministry of Municipal Affairs and Housing (MMAH) and administered by the Region as the local Service Manager.

This report provides background on CHPI, progress on implementation, details regarding the 2015/16 CHPI Investment Plan, and includes the most recent Housing Stability System Evolution Newsletter (see Appendix A). The Region is again requesting that MMAH provide an additional \$1,175,000 in base funding for CHPI.

Report

1.0 CHPI Background

The Community Homelessness Prevention Initiative (CHPI) is a component of the Province's Long Term Affordable Housing Strategy (2010), the Province's Poverty Reduction Strategy (2014-2019), and the *Housing Services Act, 2011*. The Act required Service Managers to create comprehensive 10-year plans for housing and homelessness, to be in place by 2014. The Ontario Housing Policy Statement provides additional policy context and direction to Services Managers to support the development of plans. Specifically, the Province's policy for ending homelessness "puts a primary focus on helping people who are homeless, or at-risk of homelessness, to quickly access safe, affordable and stable housing. This approach, referred to as Housing First, is linked to the provision of a variety of flexible supports based on clients' needs that can assist people in sustaining their housing, and with re-housing when necessary."

The Waterloo Region Homelessness to Housing Strategy (the Strategy) is the homelessness component of the Region's 10-year Housing and Homelessness Plan (P-14-084/SS-14-038). It consists of a Policy Framework that sets out guidelines for ending homelessness, and an Action Framework that supports the community to take action, as approved in principle by Regional Council (SS-12-052). The Strategy speaks to policy and actions that guide and support the implementation of CHPI. As outlined above, CHPI is a key resource in supporting implementation of both provincial and Regional policy related to housing stability.

CHPI was implemented January 1, 2013 and brought together the following pre-existing homelessness prevention programs, which had been funded largely through the Ministry of Community and Social Services (MCSS), and placed them under the Ministry of Municipal Affairs and Housing (MMAH):

- Consolidated Homelessness Prevention Program (100% MCSS)
- Provincial Rent Bank Program (100% MMAH)
- Emergency Energy Fund (100% MCSS)
- Emergency Hostel Services (85.8/14.2 cost-shared MCSS)
- Domiciliary Hostel Program (80/20 cost-shared MCSS)

CHPI combines funding from these former separate housing and homelessness programs into a single flexible program. [CHPI Program Guidelines](#) describe the program and outline requirements for Service Managers over the three year transition period

2013-2016. CHPI is funded by the fiscal period April 1st to March 31st. CHPI Investment Plans are typically due to MMAH by February 15th of each year with year end financial and statistical reports due by May 31st of each year.

The chart below summarizes the changes in homelessness funding pre and post-CHPI.

	Pre-CHPI	CHPI
Legislation	<ul style="list-style-type: none"> • <i>Ministry of Community and Social Services Act, 1990</i> • <i>Ontario Works Act, 1997</i> (Regulations related to Emergency Hostels) 	<i>Housing Services Act, 2011</i>
Ministry	Ministry of Community and Social Services (MCSS)	Ministry of Municipal Affairs and Housing (MMAH)
Provincial Policy	OW Directives related to Emergency Hostel and Domiciliary Hostel	Ontario Housing Policy Statement
Service Agreement Timeframe	January – December (calendar)	April – March (fiscal)
Provincial Program Guidelines	<ul style="list-style-type: none"> • Consolidated Homelessness Prevention Program (CHPP) Guidelines (2006) • Domiciliary Hostel Program Guidelines (2006) 	<ul style="list-style-type: none"> • Consolidated Homelessness Prevention Initiative (CHPI) Program Guidelines (2012) • Housing with Related Supports Standards (2014)
Programs	<ul style="list-style-type: none"> • Consolidated Homelessness Prevention Program (CHPP) • Provincial Rent Bank Program • Emergency Energy Fund • Emergency Hostel Services • Domiciliary Hostel Program 	CHPI (with the following service categories): <ul style="list-style-type: none"> • Emergency Shelter Solutions • Housing with Related Supports • Other Services and Supports • Homeless Prevention
Plans	Annual MCSS budget submission	<ul style="list-style-type: none"> • Comprehensive local 10-year Housing and Homelessness Plan (Homelessness to Housing Stability Strategy) • Annual CHPI Investment Plan
Program Reporting	Financial and program data submitted separately for each Program	<ul style="list-style-type: none"> • Financial and outcome focused data for all activities funded under CHPI

Further information about CHPI is contained in previous communication to Council through memos (Sept. 11, 2012 and Sept. 10, 2013) and reports (SS-12-044, SS-12-050, SS-13-001, SS-13-005, SS-13-006, SS-13-030, SS-14-008, SS-14-047, SS-14-050).

2.0 CHPI Investment Plan

The purpose of the Investment Plan is to identify how Service Managers will use their annual CHPI allocation for the upcoming fiscal year and to ensure compliance with the Service Manager Service Agreement and CHPI Program Guidelines. MMAH provides

an Investment Plan template for Service Managers to complete. The Investment Plan includes a short narrative description of how CHPI funding will be used as well as funding amounts allocated for each of the four CHPI service categories:

1. Emergency Shelter Solutions
2. Housing with Related Supports
3. Other Services and Supports
4. Homelessness Prevention

MMAH has not yet finalized the 2015/16 Investment Plan template and allocations and has notified the Region that it will be extending the deadline for plan submissions. It is anticipated that the Region will be receiving the same allocation as in the previous year (\$9,926,905). CHPI Investment Plans are approved by the Commissioner of Community Services (as delegated authority through SS-13-005) and will be submitted to MMAH to meet the new required timeline once confirmed. A further update report will be brought to Council at that time. MMAH reviews and approves CHPI Investment Plans prior to providing CHPI funding for the upcoming fiscal year beginning April 1. Service Managers are required to update their Investment Plans three times throughout the fiscal year. The Region has flexibility throughout the year to move funding between service categories. This report recommends that changes within and between Investment Plan service categories in year be delegated to the Director, Housing Services in order to maximize and fully utilize CHPI funding which must be spent by fiscal year end or returned to the Province. This aligns the delegated authority Council already provided for the Investment in Affordable Housing (IAH) funding with the CHPI funding (CSD-HOU-15-02).

Much has been accomplished over the past year to support the transition to CHPI and this work informs the 2015/16 Investment Plan. Updates from last year and plans for CHPI over 2015/16 are outlined under each of the four Service Categories below. An update regarding the new \$1.5 in annualized CHPI funding provided by the Province in 2014/15 and the additional staffing request is included, as well.

2.1 New Annualized CHPI Funding

In October 2014, the Province provided \$42M in new annualized CHPI funding through MMAH (which had previously flowed as one-time CHPI Transition Funding over 2013/14 through MCSS). This was a welcomed funding announcement given the Region along with many others advocated for the one-time funding to be annualized (SS-13-030, SS-14-008).

As reported in October 2014 (SS-14-050), the Region's 2014/15 additional allocation was \$1,517,140 to be spent by March 31, 2015. The new funding is to be reported separately for 2014/15 but will be rolled into the regular CHPI allocation for 2015/16. The 2014/15 funding has been utilized for the following two areas:

- a. Out of the Cold Response Plan (refer to SS-14-053 for further detail)
 - Overnight shelter options
 - Outreach, drop-in and meal options
 - Supports for establishing housing stability
 - Fostering community inclusion and engagement
 - Community-wide registry
 - Communication

- b. Supportive Housing (refer to SS-15-050 for further detail)
 - Providing a 5% increase to the CHPI domiciliary hostel per diem
 - Preparing to support any tenant transitions occurring as a result of the CHPI Supportive Housing redesign

2.2 CHPI Service Category #1: Emergency Shelter Solutions

Emergency Shelter Solutions is defined as including services and supports that provide relief or protect households/people who are homeless or at imminent risk of homelessness.

- **2014/15 Update**

The Region continued to fund the following six emergency shelters through CHPI (Argus Residence for Young People, Cambridge Shelter, Charles Street Men's Hostel, Lutherwood Safe Haven, OneROOF Shelter, and the YWCA Shelter). In addition, shelter overflow into motels was funded to address demands beyond shelter capacity, guided by the shelter referral protocol. Family Shelter Diversion, in partnership with Cambridge Shelter, was expanded to include the YWCA Shelter (as further discussed in 2.4). Emergency Shelters continued to explore use of new technologies such as the Homeless Individual and Family Information System (HIFIS 4.0) - a database system, and the Service Prioritization Decision Assistance Tool (SPDAT) – a coordinated intake assessment and support tool.

- **Plans for 2015/16**

There have been changes and shifts within emergency shelters as a result of the implementation of Family Shelter Diversion, the Out of the Cold Response Plan, and a focus on Housing First. Emergency shelter services will continue its program review over this year and a new program framework and funding model will be drafted and presented to Council for approval in fall 2015 with implementation planned for April 1, 2016. An open community forum to review the draft Framework is being planned for fall 2015.

2.3 Service Category #2: Housing with Related Supports

This service category is defined to include operating funding for long-term and

transitional housing as well as supports related to the delivery of that housing.

- **2014/15 Update**

The Region continued to fund 18 programs under this service category including: 17 permanent, supportive housing programs previously funded through either the Consolidated Homelessness Prevention Program (CHPP) or the Domiciliary Hostel per diem; and one time-limited housing program (Marillac Place for pregnant or parenting young mothers).

Programs under the previous CHPP (House of Friendship Supportive Housing, Cambridge Shelter Corporation – Bridges and Saginaw, YWCA Supportive Housing – Lincoln Road, Supportive Housing of Waterloo - SHOW, Argus Five Bed's to Home, and Marillac Place) continued to be grant funded. Programs under the previous Domiciliary Hostel per diem, including subsidized retirement homes (Marsdale, Millwood and Trinity), subsidized boarding homes (Grand River, Kaljas, Kingsview, Optimum, Riverside, Stirling and Underhill) as well as Hugo (shared apartments) received a 5 percent increased per diem (from \$47.75 to \$50.14).

The CHPI Supportive Housing redesign continued over this year to support bringing together all previous funding programs under a new CHPI Supportive Housing Program effective April 1, 2016 (SS-14-009). Council approved the new CHPI Supportive Housing Program Framework in June 2015 (SS-14-030). Consultations continued over the summer and fall to support the development of new CHPI Supportive Housing Standards for April 1, 2016. A Prequalification (PQ) was released November 3, 2014 and closed on January 8, 2015. Further background and results of the PQ process are included in report CSD-HOU-15-03. Additional information regarding the redesign is available at:

<http://communityservices.regionofwaterloo.ca/en/housing/CHPI-Supportive-Housing-Redesign.asp>.

- **Plans for 2015/16**

A total of 17 programs will be funded under the Housing with Related Supports service category including 16 permanent supportive housing programs and one time-limited program. The reduction in the number of programs from last year is a result of Stirling Nursing Homes Limited terminating its agreement and transitioning from the program as of October 31, 2014 (Memos to Council August 12 and November 4, 2014).

As a result of the Prequalification (PQ) process as part of the CHPI Supportive Housing redesign, a total of seven additional programs will be entering into tenant transition agreements beginning April 1, 2015. Further information about the results of the Prequalification process and plans for transitioning tenants is included in report CSD-HOU-15-03.

In November 2014, the Ministry of Municipal Affairs and Housing (MMAH) released its “CHPI Guide to the Housing with Related Supports Service Category”, an amendment to the CHPI Guidelines following consultation over the past year. The Housing with Related Supports Service Category includes a new Standards Framework for housing with on-site daily support services where CHPI funds both the housing and support services (e.g., as with homes under the former Domiciliary Hostel Program). The new Standards Framework includes eight broad provincial categories for which local standards are required to be submitted prior to April 1, 2015 (see Appendix B). The Region’s previously approved Domiciliary Hostel Standards (2009) meet the new requirements and will be submitted to MMAH with the CHPI Investment Plan for 2015/16. New draft local standards are in the process of being finalized and will be brought to Council for approval in spring 2015. These new standards will be utilized within the redesigned Waterloo Region CHPI Supportive Housing Program, effective April 1, 2016.

2.4 Service Category #3: Other Services and Supports

This service category is defined as various services and supports provided to assist people experiencing or at-risk of homelessness with immediate relief or support in obtaining housing.

- **2014/15 Update**

Two programs, with expanded pilot elements, were funded over this year including Lutherwood Housing Support Services and Families in Transition.

Lutherwood Housing Support Services expanded their Rent Fund to include assistance with rent deposits (first and last month’s rent) and arrears. As part of the expanded pilot, policies were streamlined with other complementary funds. The Rent Fund was increased throughout the year as demand exceeded initial projections. Feedback obtained during a mid-point evaluation highlighted that the expanded pilot has been positively received by both participants and service providers. Minor adjustments to eligibility criteria, funding maximums, and referral processes are expected for 2015/16. A final pilot report will be shared with Council in spring 2015.

The Families in Transition expanded pilot extended Family Shelter Diversion from Cambridge Shelter to include the YWCA shelter as well. Preliminary expanded pilot results show a reduction in the number of families accessing shelter (by about half) and average length of stay (by about two thirds). Final pilot results will be shared with Council in spring 2015.

- **Plans for 2015/16**

Both the Lutherwood Housing Support Services and Families in Transition programs will continue over the next year. Both programs will continue to make adjustments

based on the findings of the expanded pilot with full pilot evaluations expected to be completed in spring 2015. It should be noted that it is anticipated that there may be insufficient Rent Funds to meet the demand over the next year. Usage will be tracked closely and if needed, either funding levels and/or eligibility criteria may be considered for adjustment.

2.5 Service Category #4: Homelessness Prevention

This service category is defined as including services that assist households at risk of homelessness to retain their housing (e.g., landlord outreach and mediation, emergency financial assistance in the form of payment of rental and/or utility arrears).

- **2014/15 Update**

Prevention activity is included within the above two noted programs in 2.4 (Lutherwood Housing Support Services and Families in Transition). Both of these programs assist people to remain in their existing housing or to transition them to alternative housing prior to any experience of homelessness whenever possible.

- **Plans for 2015/16**

As mentioned in 2.4, Lutherwood Housing Support Services and Families in Transition programs included expanded pilots that are demonstrating success and will be continued over the next year. It should be noted that it is anticipated there may be insufficient Rent Funds to meet the demand over the next year. Usage will be tracked closely over the next year and either funding levels or eligibility criteria may need to be adjusted.

In addition, a total of \$500,000 in CHPI funding has been allocated to Ontario Works Discretionary funds to assist with housing related costs that are consistent with CHPI funding criteria - rental arrears and the Waterloo Region Energy Assistance Program (WREAP).

2.6 Staffing Request 2015/16

Through this report, an additional 1.0 temporary full-time equivalent for Housing Services is requested for April 1, 2015 to March 31, 2016, to be fully funded through 100% provincial CHPI administration funding (up to 10 percent available for administration). This position is required to support both the administration of the additional \$1.5M in annualized CHPI funding as well as the final year of the three year CHPI transition period. Significant system redesign efforts are in process for implementation April 1, 2016 as identified above including the Out of the Cold closure response plan, the CHPI Supportive Housing redesign and the emergency shelter review. Without this additional staff, the associated activities and timelines identified above may not be achievable. Consideration for a more permanent staffing model to support CHPI will be addressed over this year through the new Housing Services

Division and may be brought forward in a future report for consideration for 2016/17.

3.0 2015/16 Funding Request

The CHPI allocation for each Service Manager is comprised of both base funding and a needs-based allocation. The CHPI base funding capped amount is a combination of:

- A Service Manager's 2012 funding allocations under the previous capped programs (Consolidated Homelessness Prevention Program, Provincial Rent Bank, Emergency Energy Fund and the Domiciliary Hostel Program); and,
- A Service Manager's three year average expenditures (2009, 2010, 2011) for the previously uncapped Emergency Hostel Services (to account for changes in demand for these services over time).

The consolidation of Emergency Hostel Services into CHPI means that emergency shelter, as a previously uncapped program, was transferred to a capped program. Using the three year average (2009-2011) to calculate the funding transfer for Emergency Hostel Services to the CHPI base for 2013 was problematic for a few municipalities. While emergency shelter use in many municipalities was either holding steady or decreasing from 2009-2011, emergency shelter use in Waterloo Region increased sharply over this time and continued to increase in 2012. Increased shelter usage locally appears to be largely due to economic pressures in households as a residual effect of the recession (e.g., during the recession, Waterloo Region moved from having one of the lowest unemployment rates in Canada to having the second highest unemployment rate in Canada).

To address the CHPI implementation funding gap, the Region submitted a business case to MMAH in both 2013 and 2014 (SS-13-006 and SS-14-008). As the number of people accessing emergency shelter has remained fairly steady over 2012-2014, the Region is again asking MMAH to increase its base funding allocation by \$1,174,499. The chart below shows Emergency Hostel Services subsidy funding levels from MCSS (provincial share) from 2009 to 2012, and CHPI Emergency Shelter Solution expenditures over 2013/14 and 2014/15.

Emergency Hostel Services – Year	MCSS Subsidy (provincial share 80/20)	CHPI 100% Provincial	Three Year Average Calculation Used for CHPI Base Allocation	Budget Shortfall Between Base Allocation and Actual Expenditures
2009	\$1,897,365		\$2,170,523	
2010	\$1,915,408			
2011	\$2,698,796			
2012	\$3,344,972			
2013/14		\$3,733,526		(\$1,174,499)
2014/15*		\$3,731,169		(\$1,563,003)
				(\$1,560,646)

* Anticipated expenditures

The impact of the decision to use the three year average Emergency Hostel Services subsidy (equalling \$2,170,523) as the basis for the on-going capped CHPI program was that it was far below the Region's actual expenditures in both 2011 (\$528,273 less) and 2012 (\$1,174,499 less). Once CHPI was implemented in 2013, pressure in the area of emergency shelters continued:

- The number of unique individuals served overall has remained fairly steady (3,447 in 2012, 3,492 in 2013, and 3,511 in 2014).
- The Out of the Cold Program closed over fall 2014 putting increased pressure on the CHPI funded emergency shelters.

Fixing Waterloo Region's base funding for emergency shelter at \$2,170,523 means that for 2015/16, an additional \$1,560,646 is required from other CHPI service categories to meet the need in shelter services. While the additional CHPI funding confirmed in 2014/15 annualized the one-time transition funding across the Province (as outlined in 2.1), the request for \$1,174,499 seeks to align CHPI base funding levels with 2012 shelter expenditures to right size the original CHPI base allocation that was put in place when CHPI was first implemented January 1, 2013.

While we have been able to make some shifts towards the goals of CHPI during the 2013-2016 transition period, our ability to do so is diminished with CHPI funding having to be moved to emergency shelter from other CHPI service categories to plug the holes created as a result of base funding being capped significantly below our actual 2012 expenditures. All at a time when we are experiencing service demand increases of 35-40% since the start of the recession in late 2008.

Corporate Strategic Plan:

Implementing CHPI in Waterloo Region is consistent with Focus Area 4: Healthy and Inclusive Communities: to "reduce inequities and enhance community health, safety, inclusion and quality of life"; and specifically, Strategic Objective 4.5 to "work collaboratively to increase the supply and range of affordable housing and reduce homelessness".

Financial Implications:

CHPI is 100% provincial funding through the Ministry of Municipal Affairs and Housing and can only be used for operating expenses. Up to 10 percent of this funding can be used for administration. The Region's preliminary 2015 operating budget provides an annual program cost of \$10.950 million while Provincial subsidies are estimated at \$9.927 leaving a regional contribution of \$1.023 million from the property tax levy for the Community Homelessness Prevention Initiative (CHPI) programs.

The proposed additional 1.0 temporary full-time equivalent for the April 1, 2015 to March 1793602

31, 2016 will have a total cost of \$110,000 (\$82,500 in 2015) will funded entirely by the Province administration allowance. The total CHPI funding towards administration for 2015/16 would be 7.5%.

From January 2013 to March 2015, previous Region cost-shared funding for Emergency Shelter and Domiciliary Hostel (\$1.023) was combined, along with provincial CHPI funding, in the Region's CHPI budget. Beginning in 2015, this Region funding is being combined with other Region levy funding supporting implementation of the Homelessness to Housing Stability Strategy (HHSS) to increase ease of reporting as well as clarity regarding the Region's contributions in the area of homelessness to housing stability. As a result, the same community programs continue to be funded but some programs have shifted from being funded under CHPI to HHSS.

It is anticipated that the 2015/16 provincial contribution will be increased by \$141,267 to account for the scheduled upload of Ontario Works for 2015 (from former emergency shelter funding). As a result, the Regional levy portion for the Homelessness to Housing Stability Strategy has been reduced in 2015 by \$141,267.

Other Department Consultations/Concurrence:

Staff from Corporate Services, Treasury Services has been consulted in the preparation of this report.

Attachments

Appendix A Housing Stability Evolution Newsletter

Appendix B CHPI Housing with Related Supports Standards Framework

Prepared By: **Marie Morrison**, Manager Community Homelessness Prevention
Deb Schlichter, Director, Housing Services

Approved By: **Douglas Bartholomew-Saunders**, Commissioner, Community Services

Appendix A
Housing Stability System Evolution Newsletter

Region's Website link to Newsletter:

http://communityservices.regionofwaterloo.ca/en/communityPlanningPartnerships/resources/System_Evolution_Newsletter_5_February_2015.pdf

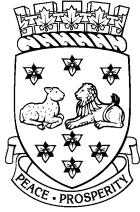
Hard copies will be distributed at the Community Services Committee meeting.

Appendix B

Provincial CHPI Housing with Related Supports Standards Framework

The Standards Framework sets out eight broad provincial categories for which local standards are required:

1. **Eligibility:** Service Managers must establish standards that define the tenant eligibility criteria and the intake process.
2. **Staffing:** Service Managers must establish standards for the minimum qualifications of staff and volunteers, staff/volunteer levels, staff/volunteer conduct and staff/volunteer training.
3. **Insurance and Monitoring:** Service Managers must establish standards for insurance coverage and standards for regular monitoring of the housing provider to ensure compliance with local standards.
4. **Conflict Resolution, Complaints Processes and Reporting:** Service Managers must establish standards for conflict resolution and complaint processes, and for the reporting of serious incidents.
5. **Rights and Responsibilities:** Service Managers must establish standards for tenant and landlord rights and responsibilities, including tenancy agreements, tenant confidentiality and privacy, and management of tenant files and other documentation.
6. **Physical Safety, Health and Well-being of Tenants:** Service Managers must establish standards for tenants' physical health, safety and well-being, including medication storage and/or management.
7. **Provision of, or Access to, Activities and Support Services:** Service Managers must establish standards for the provision of, or access to, activities and support services for tenants (both within the housing and the community).
8. **Monthly Allowance for Personal Use:** Service Managers must establish standards for the management of the monthly allowance for personal use for tenants.



Report: PHE-PSV-15-01

Region of Waterloo
Public Health and Emergency Services
Paramedic Services

To: Chair Geoff Lorentz and Members of the Community Services Committee

Date: February 24, 2015 **File Code:** P05-80

Subject: **Backgrounder on Paramedic Services Budget Issue Paper**

Recommendation:

For information

Summary:

During the Budget Committee meeting on February 11, the Budget Issue Paper (**Paramedic Services Enhancement as per the EMS Master Plan**, page 22 in Budget Issue Paper package) was referred to Community Services Committee for further discussion.

Response times have increased (i.e. became slower) in 2014 due to increased call volume (i.e. increase in service demand) (Figure 1). As can be seen in Figure 2, demand is greatest in the densely populated areas along the Kitchener, Waterloo and Cambridge core areas. This demand is expected to continue to grow in future years due to the aging and growth of the population. The Region is no longer meeting its own Response Time Performance Plan (Figure 3 and 4) targets, except for CTAS 2. Additional resources are required to meet the growing demand for service, and to work towards meeting the Response Time Performance Plan targets approved by Council.

There are three possible options.

- Option 1 is to upgrade an existing rural emergency response unit (RERU) to a 12 hour ambulance. This would occur if the staff recommended budget issue paper was to be approved on March 4.
- Option 2 is the status quo: no new resources to be added to the base budget for Paramedic Services. This would occur if the staff recommended proposal set out

in the budget issue paper was not approved and no alternative motions were put forward.

- Option 3 is to add a 12 hour ambulance shift to the base budget. Staff have recommended Option 1 in order to both address the need for more resources to meet growing demand, while balancing the need to optimize resources in the most cost efficient manner.

Report:

This report has two sections: a review of the options and answers to Councillors' questions raised on Feb 11 regarding the response time analysis.

Option 1 Convert RERU to 12 hour ambulance shift

Description

This option would replace a RERU with an ambulance.

There are no staffed RERU's after midnight, given current staffing patterns. This option would result in a maximum of 2 RERUs during peak times in the day instead of 3. Staffed ambulances under option 1 would result in a minimum of 8 ambulances at night and up to a maximum of 19 ambulances during peak times during the day, instead of 18. See Figure 5 for the current staffing pattern summary. This option would add an ambulance and remove a RERU and result in a change from the current complement of 3 RERUs and 18 ambulances to 2 RERUS and 19 ambulances.

Rationale

The addition of an ambulance will improve the Region wide response time and move us closer to the Response Time Performance Plan. This would also be consistent with the recommendation contained in the EMS Master Plan to add a 12 hour ambulance in 2015¹. Conversion of the RERU into a staffed ambulance would allow for greater utilization on a more dispersed call volume. In other words, we would optimize resources while maximizing response time impact. This would also be less costly than option 3 (adding an ambulance).

Impact

Paramedic Services would anticipate an overall improvement in Region wide response times. Figure 1 indicates that Region wide response times have improved every time an ambulance has been added (black arrows). The full amount of the improvement would be hard to quantify due to multiple factors such as call volume, weather, and locations of calls. Adding a RERU does not impact Region wide response time (Figure 1 grey arrow). It is anticipated that the 43 second improvement in response time experienced

¹ Link to EMS Master Plan:

http://chd.region.waterloo.on.ca/en/researchResourcesPublications/resources/MasterPlan_EMS.pdf

to date with the addition of the RERU's in the township area would likely slip with the loss of the RERU added in 2014. This could take us back to the response times experienced when there were 2 RERU's (i.e. 29 seconds improvement without RERUs versus 43 seconds improvement). See Figure 6. This option is the second highest budget cost.

Option 2 Status Quo as per base budget

Description

There would be no service enhancement to address the increased demand, which is anticipated to result in slower response times across the Region, if call volumes continue to increase. This would also be a divergence from the EMS Master Plan to add an additional 12 hour ambulance in 2015.

There are no staffed RERU's after midnight, given current staffing patterns. This option would see a continuation of the current staffing pattern of a maximum of 3 RERUs during peak times in the day.

Staffed ambulances under option 2 would remain at a minimum of 8 ambulances at night and up to a maximum of 18 ambulances during peak times during the day. See Figure 5 for staffing pattern summary of current staffing pattern, which would remain unchanged with this option.

Rationale

Not recommended

Impact

With this option, the Region of Waterloo Paramedic Services would almost definitely not meet our Council approved Response Time Performance Plan as submitted to the Ministry of Health and Long Term Care, Emergency Health Services Branch. Paramedic Services response times would continue to increase as population grows and ages, thus increasing service demand annually. The current level of Code Reds** (Figure 7) would also continue to rise as resources are stretched to over-capacity and would be unable to keep up with the demand placed on our paramedic staff. As a result the services unit utilization rate would exceed the industry standard of 0.40 creating a workload issue for the service. As seen in Figure 8, the Paramedic Services unit utilization for December 2014 alone was in excess of the 0.40 bench mark, fairly consistently between 8 AM and 3 PM, and actually peaked at 0.62 around 11 AM for the month.

This is the least costly budget option, as it reflects the current base budget.

**** Code Red: Occurs when all available ambulances in the Region have been deployed and there are no ambulances available to take the next call.**

Option 3 Add One Ambulance (12 hour shift)

Description

This would require adding one 12 hour ambulance to the existing fleet of 18 ambulances and maintaining the existing fleet of 3 RERU's.

There are no staffed RERU's after midnight, given current staffing patterns. This option would result in a maximum of 3 RERUs during peak times in the day, as is current practice.

Staffed ambulances under option 3 would result in a minimum of 8 ambulances at night and up to a maximum of 19 ambulances during peak times during the day. See Figure 5 for staffing pattern summary of current staffing pattern.

Rationale

This option would address not only the township response times by retaining the current RERU, but also the addition of the planned resource identified as per the EMS Master Plan.² The additional ambulance would target a broader range and number of calls, in addition to the calls the RERU would continue to service in the township areas. This would assist in reducing the response time in both the townships and the Region as a whole. Each time Council has approved an additional ambulance resource, our response times have been lowered as per attached chart (see black arrows in Figure 1). This is the most costly budget option identified.

Impact

Paramedic Services would anticipate a probable stabilization (given the significant increase in call demand), if not further improve, in Region-wide and township response times with the retention of the 3rd RERU and additional ambulance added to the staffing pattern. The retention of the RERU would continue to address response times in the townships and the additional ambulance would assist the entire Region in reducing response times on a greater scale. The additional ambulance will be able to respond to calls across the Region and have a greater impact on overall response times, given the greater number of calls it will be able to attend.

Response Time Analysis

Impact of RERU on township response times

Figure 6

As seen in the chart, response times in the townships at the end of 2014 have been

² Link to EMS Master Plan:

http://chd.region.waterloo.on.ca/en/researchResourcesPublications/resources/MasterPlan_EMS.pdf

reduced (in comparison with having no RERU's) by:

- A: Code 1- 4 Responses 43 seconds
- B: Code 4 Responses 38 seconds

Going from 2 to 3 RERUs in 2014 increased the reduction for all Code1-4 calls from 29 seconds to 43 seconds; and increased the reduction for Code 4 calls from 25 to 38 seconds. We would expect a reversal of this trend if the 3rd RERU were to be discontinued.

Response time trends by municipality

Figure 9

The attached chart shows the response time by municipality over the past 3 years. The overall township, city and regional response times over the past 3 year time frame are also included. Overall the township response times have been reduced by 35 seconds since 2012.

Both Wilmot and Woolwich had the lowest response times in 2014 since 2012. Both North Dumfries and Wellesley have had a slight increase in 2014. Full effect of the 3rd RERU has not been realized in the 2014 data, since 2014 had a lower call volume and the unit was not placed into service until July 01, 2014 as directed by Council. The addition of the RERU in 2014 likely somewhat mitigated the effect of the overall increase in call volume in the townships.

All municipalities (cities and townships), except for Wilmot and Woolwich, experienced an increase in response times in 2014, due to the overall increase in call demand. This mirrors the Regional average.

Urban, Rural and Suburban Call Demands and Differences

Figures 10, 11, 12

There are differences in call demand and response times across municipalities, which can be explained by the characteristics of the populations and the geography. Different road densities affect drive time (Figure 10, 12). Different population densities, age and other characteristics affect call volume and call demand. (Figure 12)

Calls are dispatched by our Central Ambulance Communications Centre (CACC) located in Cambridge. When requests for service are received the closest most appropriate vehicle will be dispatched to the call by the CACC. Vehicles within the Region are also relocated throughout the day in a fluid response to real-time demand. Should the closest most appropriate vehicle be from another municipality outside Region of Waterloo, it will be dispatched to the call location. This is in line with the seamlessness principle that has been in place for many years, dating back to the pre-transitional days. There is a cost recovery mechanism for every municipality when paramedic/ambulance services are provided across boundaries.

There will never be the same response times in rural versus urban areas due to the

seamless dispatch procedure as well as population and road density, which affects drive time and call frequency. (See Figures 2, 10, 11, 12) Paramedic Services was asked to monitor the urban, rural and suburban response times as a recommendation from the Response Time Working Group. There were monitoring benchmarks established for each of the 3 areas, based on industry standards. Figure 13 shows these results of this monitoring. Data over a 4 year period has been included to get a better indication of the trends occurring. Response times increased across rural, suburban and urban areas in 2014, which mirrors the Regional trend of an increase due to call volume growth.

Corporate Strategic Plan:

This initiative meets the corporate strategic objective 4.3 “enhance local health service delivery by optimizing EMS delivery and collaborating with health care partners to support system change”.

Financial Implications:

The Preliminary 2015 Base Budget currently before Budget Committee includes the costs and revenues associated with the current level of service of service (or a maximum of three RERUs during peak times during the day). There would be no further financial impact for option two (status quo).

The following tables detail the operating and capital budget implications of options one and three.

Option One - Convert RERU to 12 hour Ambulance Shift

Operating (\$000s)	2015	2016	2017	2018	Annualized
Expenditure					
Staffing	\$356	\$356			\$712
Staffing RERU savings	(152)	(152)			(304)
Vehicle Operating	15	15			30
Equipment Reserve Contribution	46				46
Total Operating Expenditure	\$265	\$219	\$0	\$0	\$484
Revenue					
Provincial Subsidy	\$0	\$132	\$110		\$242
Net Regional Levy	\$265	\$87	(\$110)	\$0	\$242

Staff Requirements (FTE)	2015	2016	2017	2018
Permanent Staff				
Paramedic staffing PCP/ACP	5.0			
Paramedic staffing RERU savings	(2.5)			
Operations Supervisor	1.0			
Total Staff Requirement	3.5	0.0	0.0	0.0

In Option One, the operating cost of the 12 hour ambulance would be partially offset by savings resulting from the discontinuation of the RERU. The financial impact on the 2015 Operating budget would be \$265,000 and require the addition of 3.5 FTE (including the Operations Supervisor).

Option Three- Add 12 Hour Ambulance & Retain RERU

Operating (\$000s)	2015	2016	2017	2018	Annualized
Expenditure					
Staffing	\$356	\$356			\$712
Vehicle Operating	25	25			50
Equipment Reserve Contribution	46				46
Total Operating Expenditure	\$427	\$381	\$0	\$0	\$808
Revenue					
Provincial Subsidy	\$0	\$214	\$190		\$404
Net Regional Levy	\$427	\$167	(\$190)	\$0	\$404

Staff Requirements (FTE)	2015	2016	2017	2018
Permanent Staff				
Paramedic staffing PCP/ACP	5.0			
Operations Supervisor	1.0			
Total Staff Requirement	6.0	0.0	0.0	0.0

Option Three adds a 12 hour ambulance would without any expenditure offsets. As a result, the financial impact on the 2015 Operating budget would be and increased

property tax levy of \$427,000 and require the addition of 6.0 FTE (including the Operations Supervisor).

In both options one and three, the capital budget impacts would be the same. The capital cost of the vehicle, including equipment, would total \$225,000 and is proposed to be financed from the Capital Levy Reserve Fund, as detailed in the following table:

Capital (\$000s)	2015	2016	2017	2018	Total
Expenditure					
New Vehicle	\$153				\$153
Equipment(Defibrillator, Laptop, stretcher, bags)	72				72
Total Capital Expenditure	\$225	\$0	\$0	\$0	\$225
Sources of Financing					
Capital Levy Reserve Fund	\$225				\$225
Total Capital Financing	\$225	\$0	\$0	\$0	\$225

Other Department Consultations/Concurrence:

Corporate Resources (Treasury) staff were consulted in the preparation of this report.

Attachments

See Appendix A

Figures 1 - 13

Prepared By: Stephen Van Valkenburg, Chief Paramedic Services

Approved By: Dr Liana Nolan, Commissioner/Medical Officer of Health

Figure 1: Response Time and Call volume trends 2008 -2014

Trends in call volume and response times by year
Waterloo Region, 2008-2014

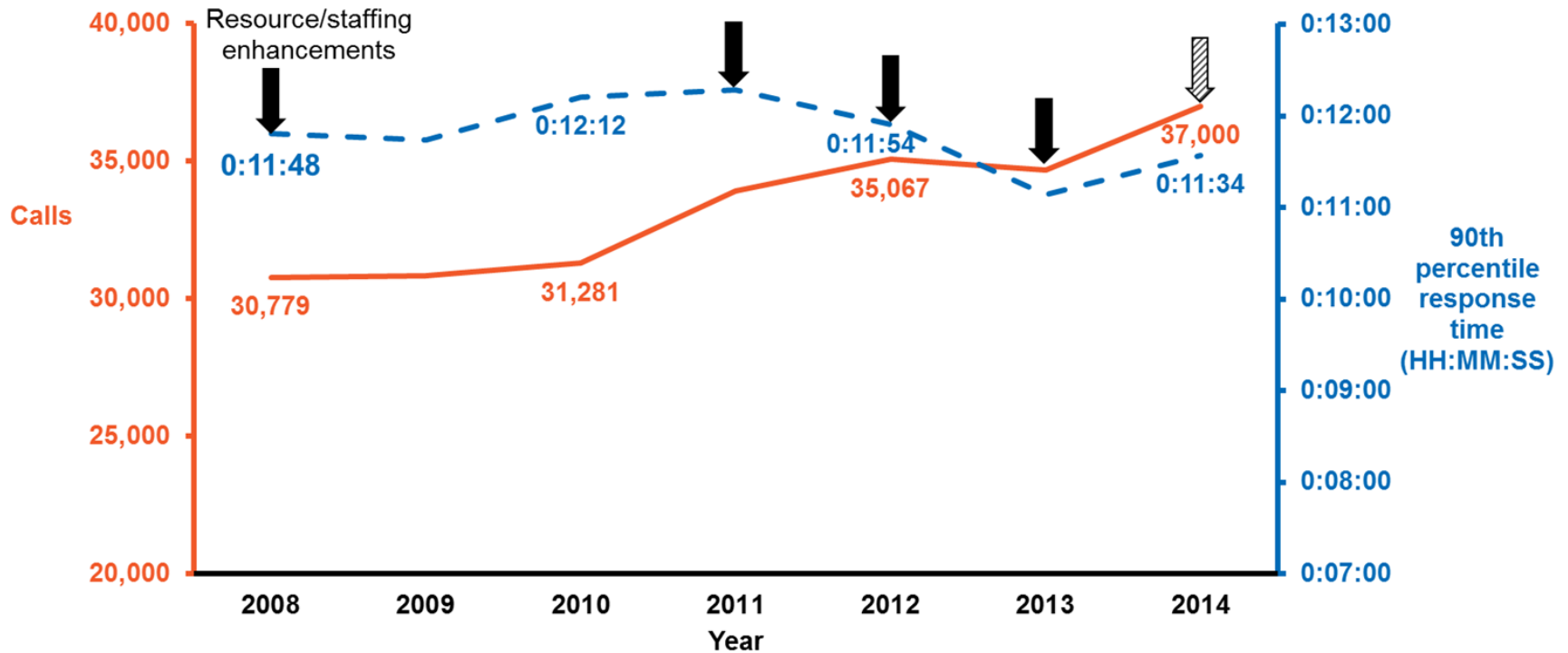


Figure 2: Call volume distribution

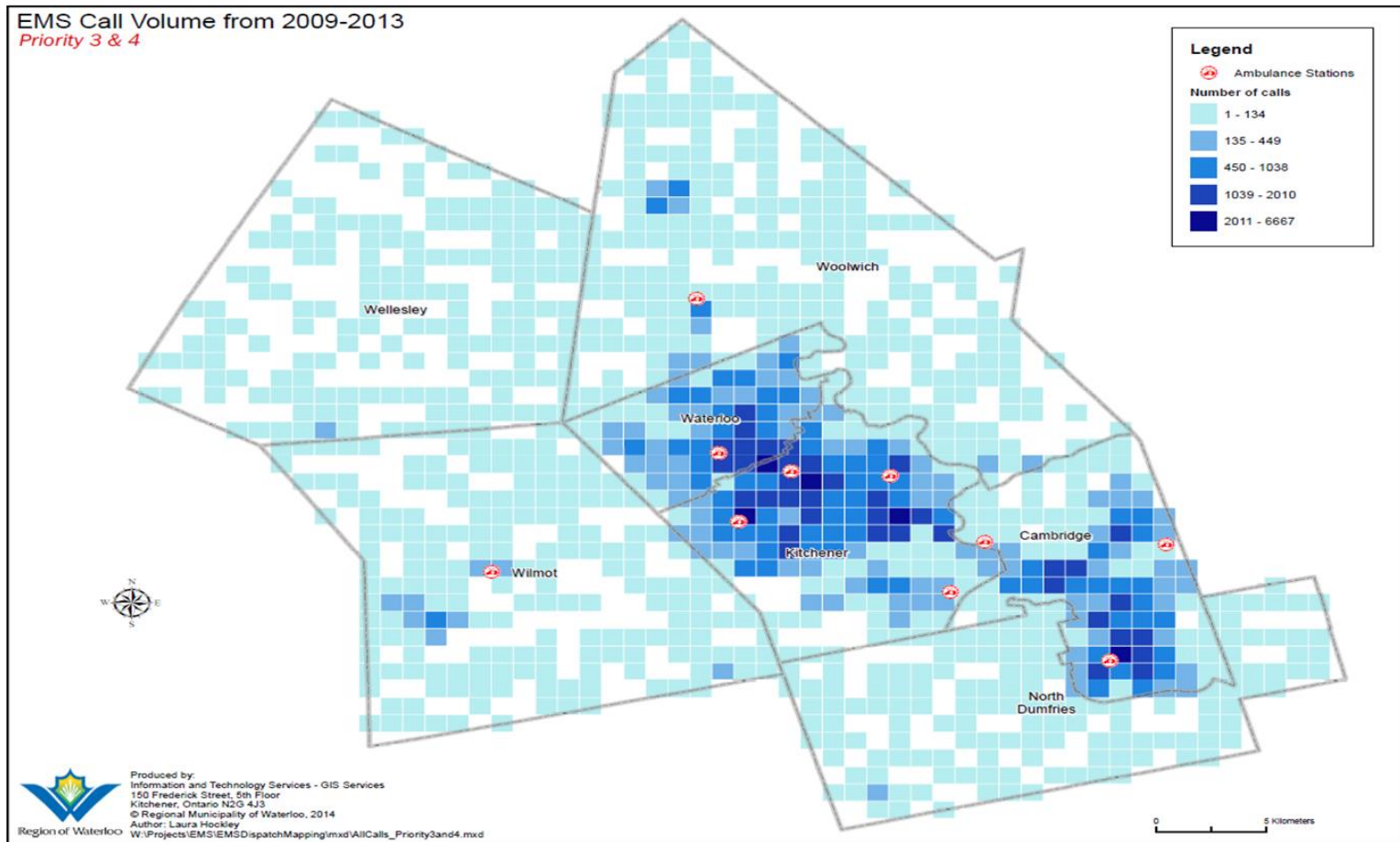


Figure 3: Response Time Performance Plan graph

Response time performance plan compliance by CTAS

Waterloo Region, 2013-2014

■ 2012 ■ 2013 ■ 2014 □ Approved 2013/14 ROW Target

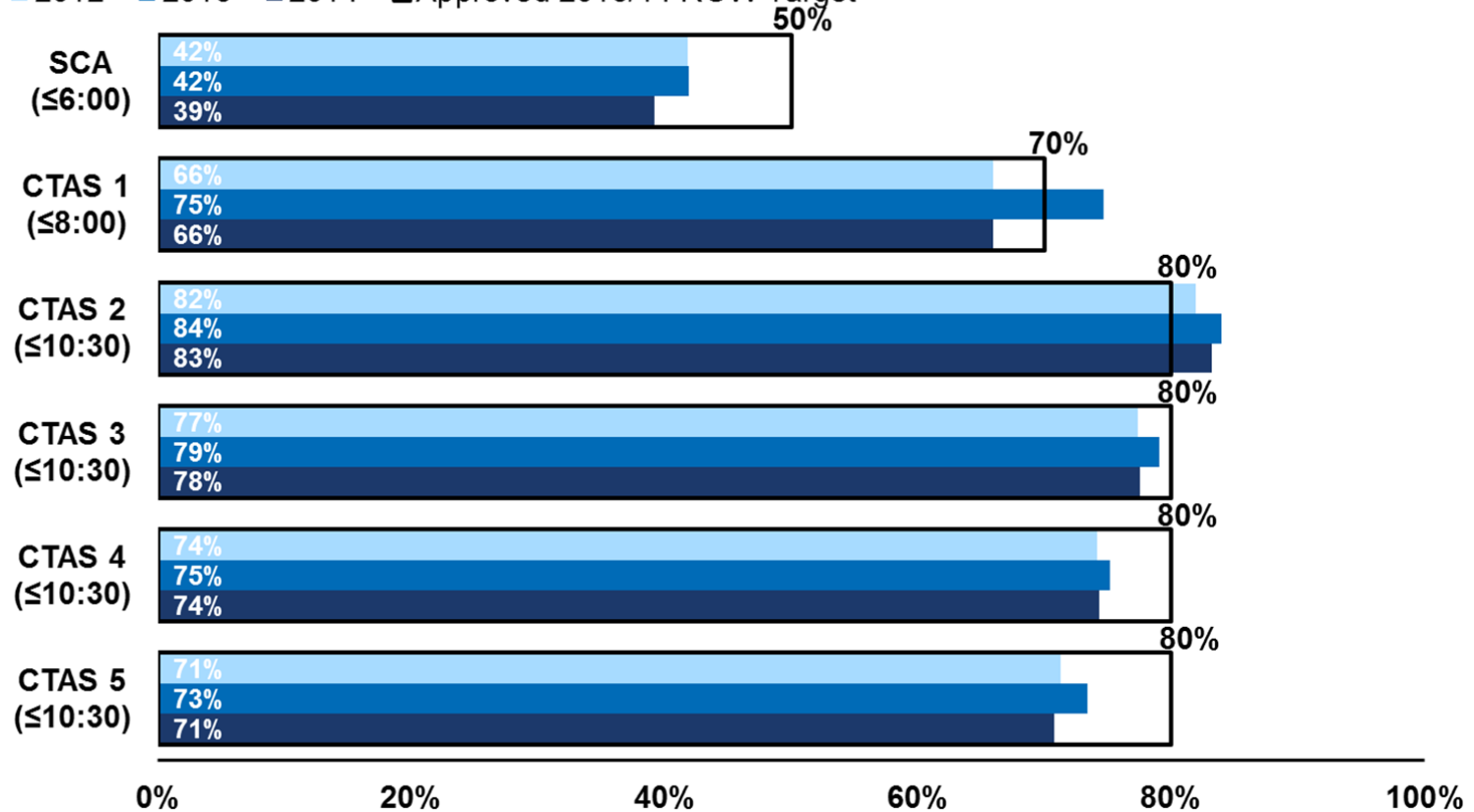


Figure 4: Response Time Performance Plan chart

Paramedic Services compliance to response time performance plan (RTPP), by CTAS and year
Waterloo Region, January 1st to December 31st, 2012-2014

Type of Call	Response Time Target Paramedic Services Notified (T2) to Arrive Scene (T4)	Approved 2013/14 ROW Target	2012					2013					2014				
			Target		Outside Target		Percentile time	Target		Outside Target		Percentile time	Target		Outside Target		Percentile time
			No. of Calls	%	No. of Calls	%		No. of Calls	%	No. of Calls	%		No. of Calls	%	No. of Calls	%	
Sudden Cardiac Arrest	Defibrillator Response in 6 minutes or less (Set by MOHLTC)	50% or better (EMS Only)	206	42%	287	58%	06:54	215	42%	298	58%	06:30	220	39%	342	61%	06:57
CTAS 1	EMS Response in 8 minutes or less (Set by MOHLTC)	70% or better	296	66%	153	34%	08:30	382	75%	130	25%	07:33	302	66%	156	34%	08:15
CTAS 2	EMS Response in 10 minutes, 30 seconds or less	80% or better	3,591	82%	793	18%	10:13	4,140	84%	792	16%	09:50	4,034	83%	817	17%	10:01
CTAS 3	EMS Response in 10 minutes, 30 seconds or less	80% or better	9,954	77%	2,912	23%	10:58	11,589	79%	3,076	21%	10:38	11,535	78%	3,340	22%	10:52
CTAS 4	EMS Response in 10 minutes, 30 seconds or less	80% or better	5,507	74%	1,922	26%	11:31	5,433	75%	1,798	25%	11:13	5,044	74%	1,742	26%	11:37
CTAS 5	EMS Response in 10 minutes, 30 seconds or less	80% or better	1,620	71%	653	29%	11:58	1,567	73%	569	27%	11:30	1,367	71%	566	29%	12:29

Figure 5: Staffing Pattern by hour of day (2015)

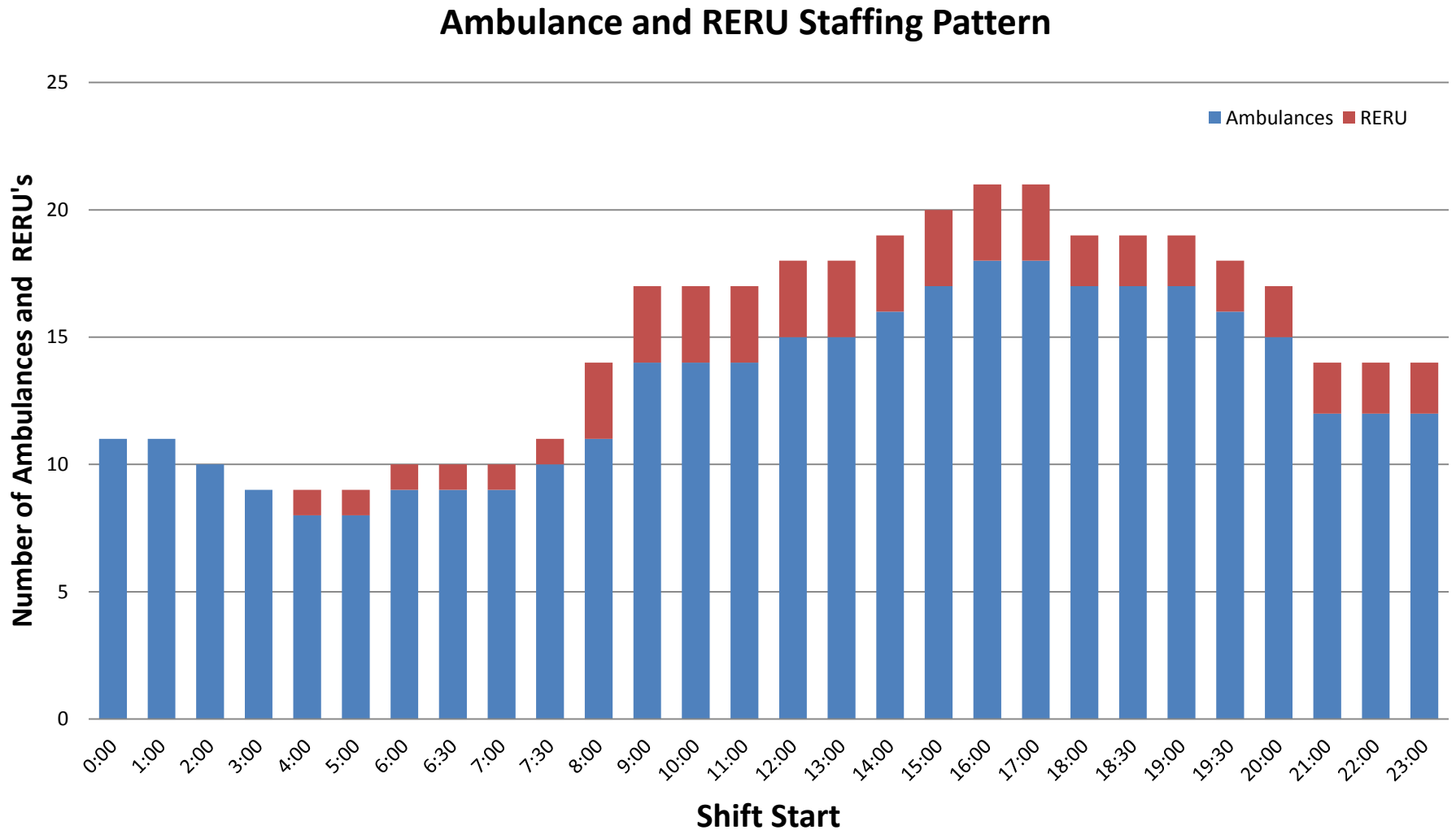


Figure 6: Impact of adding RERU on township response times

Township response time (90th percentile) with and without ERU calls included
Waterloo Region, 2011-2014

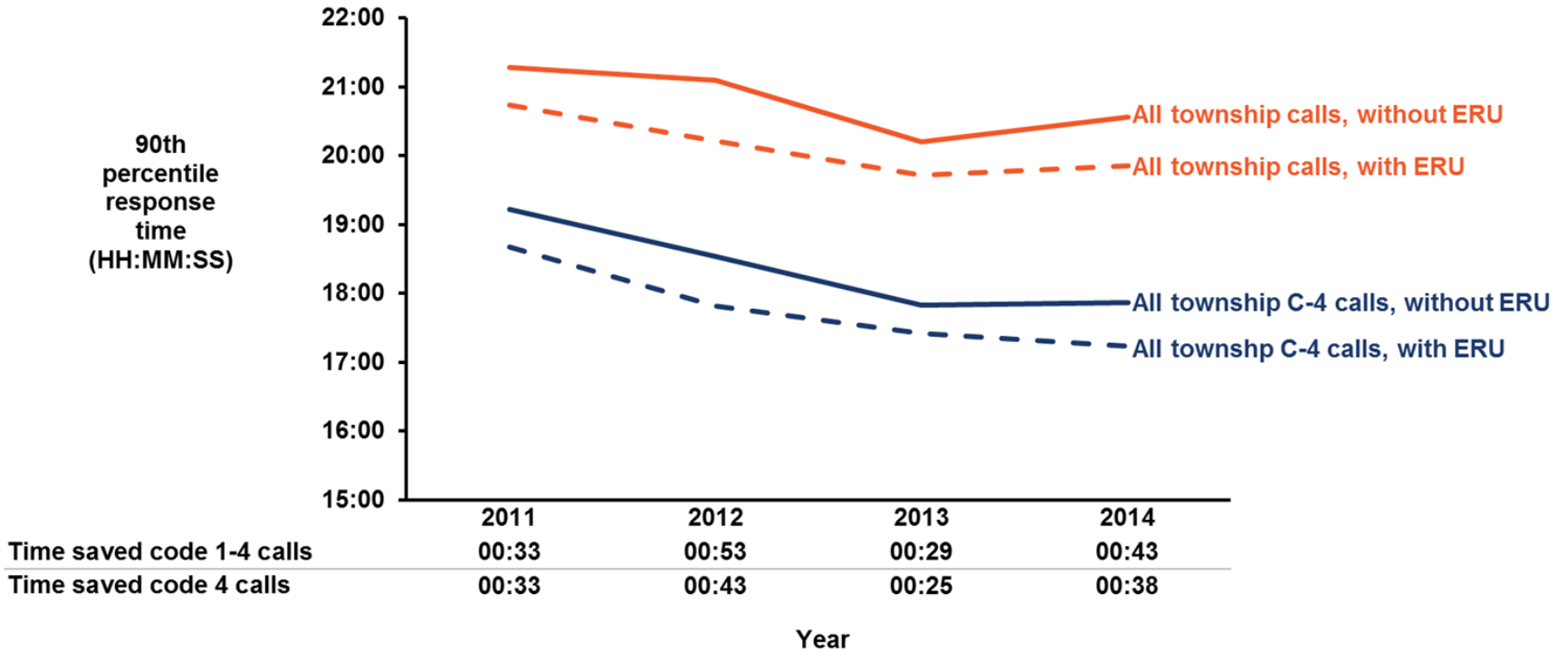


Figure 7: Instances of no resources in the Region left to deploy (Code Red)

Per cent of time in code red status, by month
Waterloo Region, 2013-2014

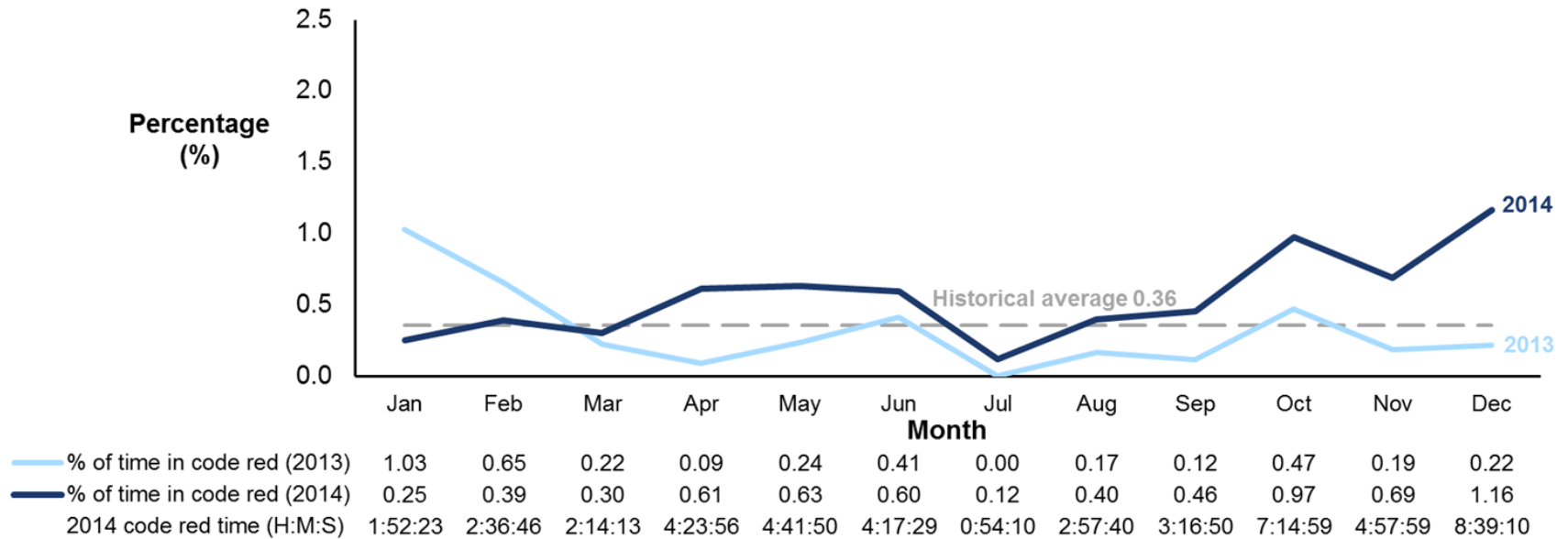


Figure 8: Staff workload measure (Unit Utilization (UU))

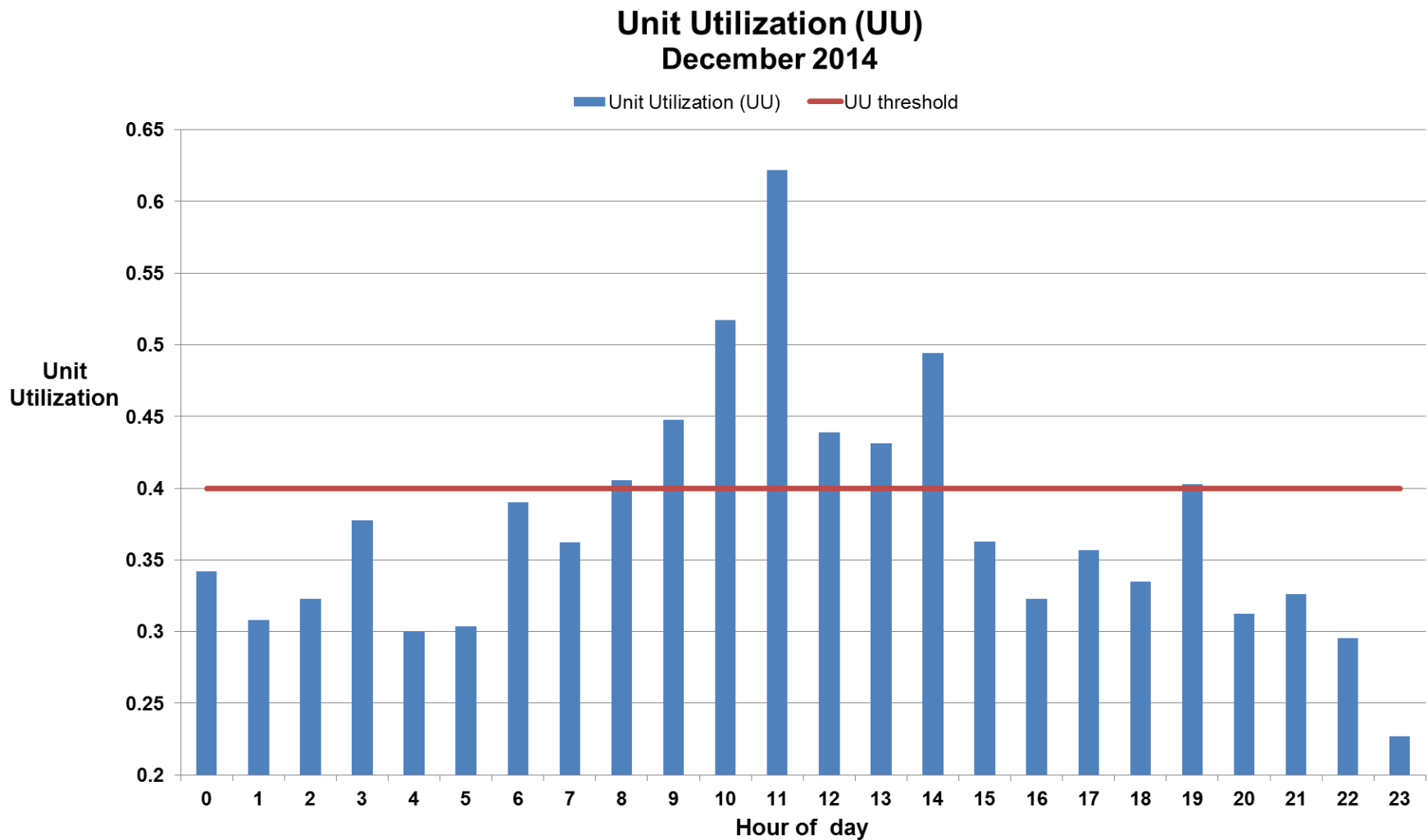


Figure 9: Response time trends by municipality

Paramedic Services' response time to emergency calls (code 4), 90th percentile, by municipality
 Waterloo Region 2012-2014

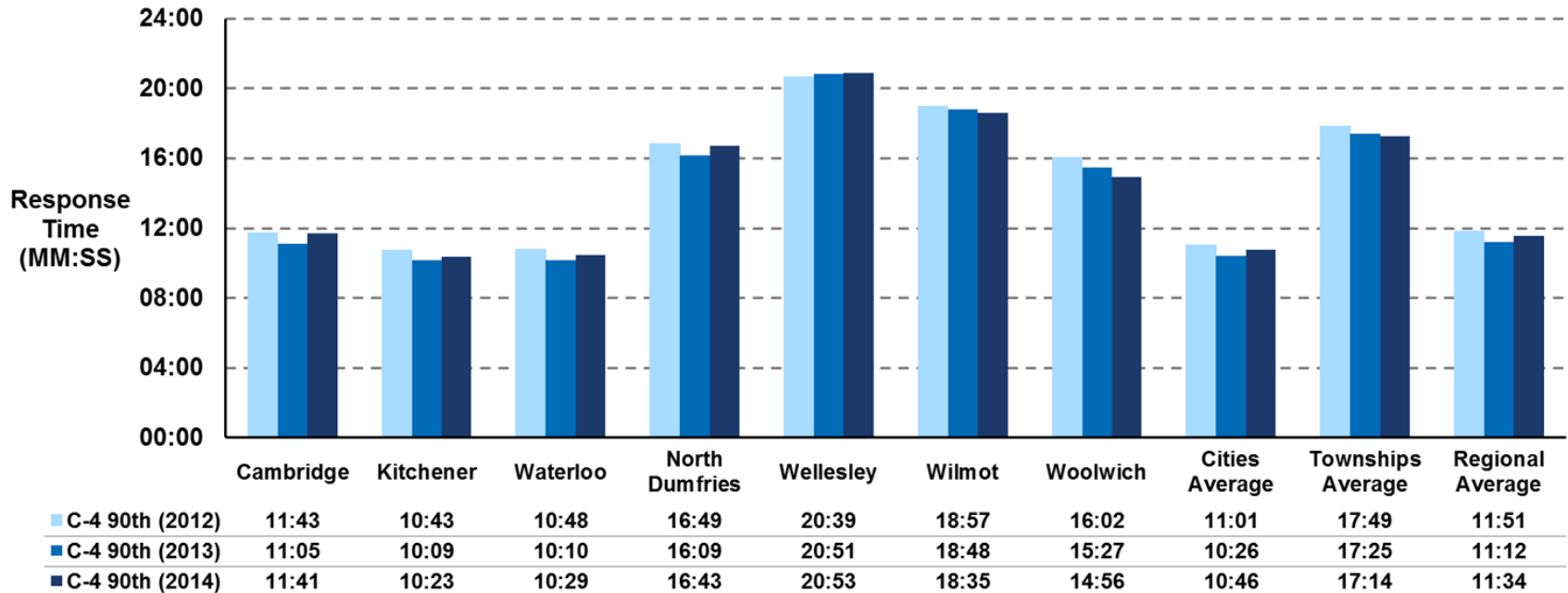


Figure 10: Urban rural, suburban differences

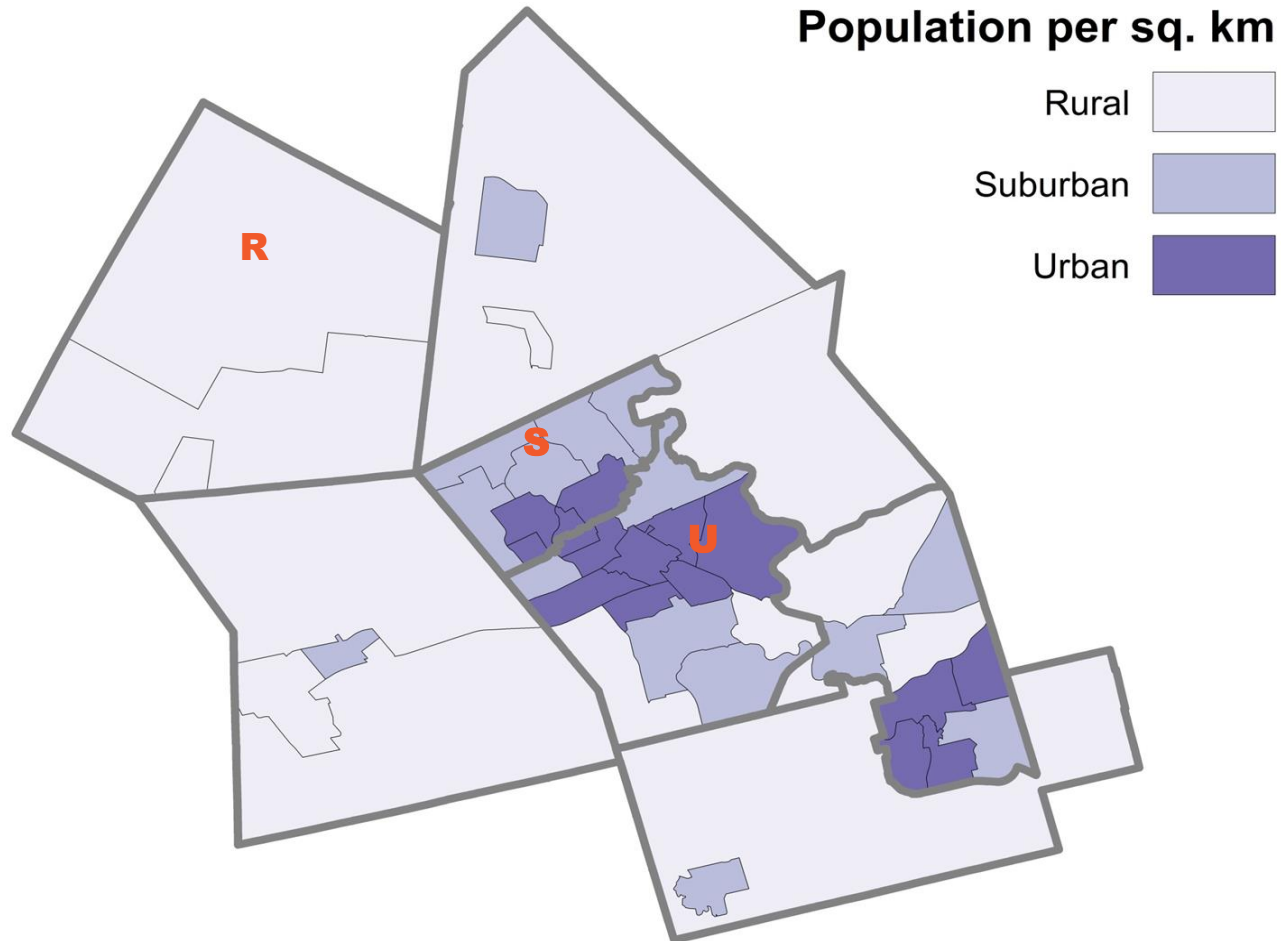
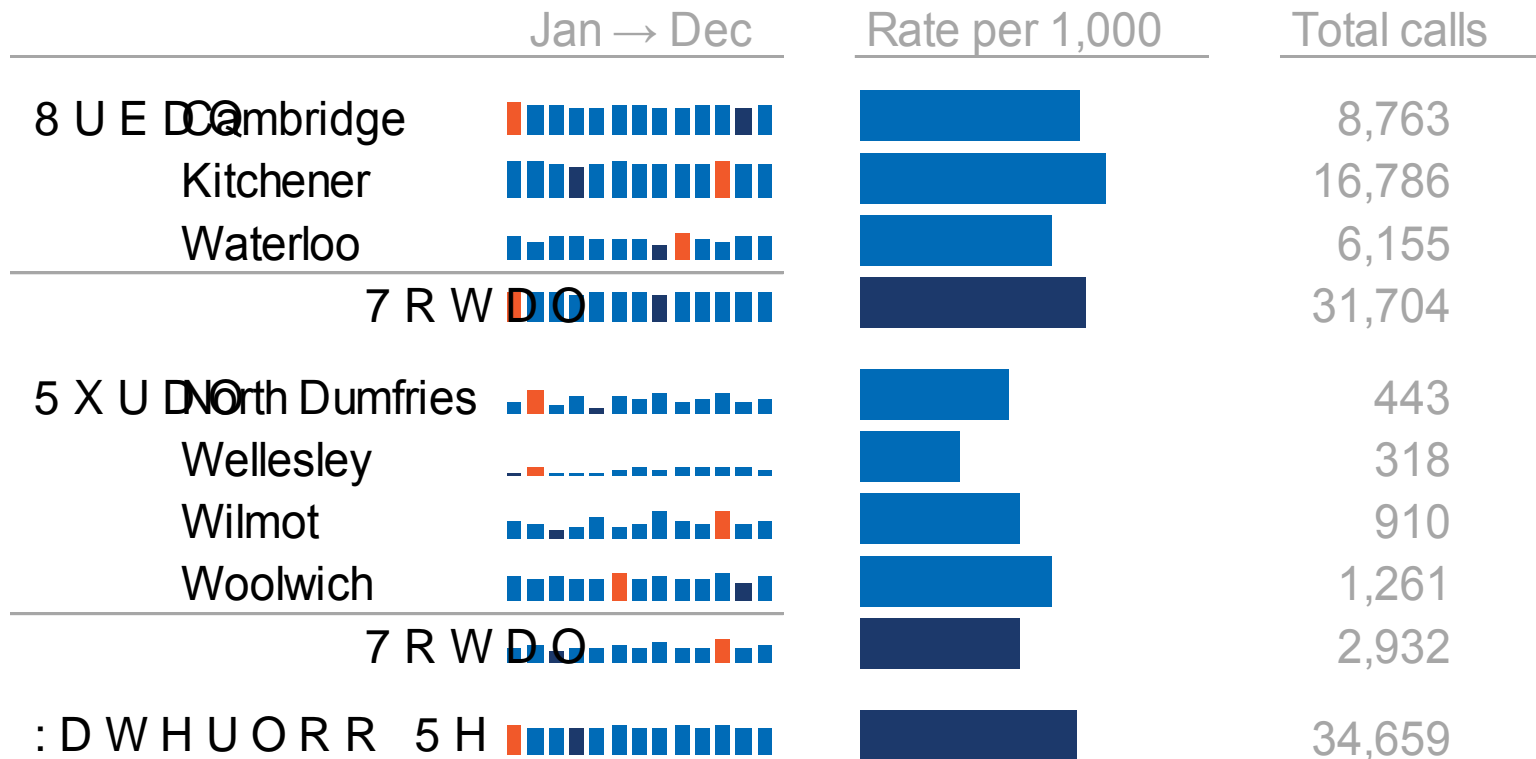
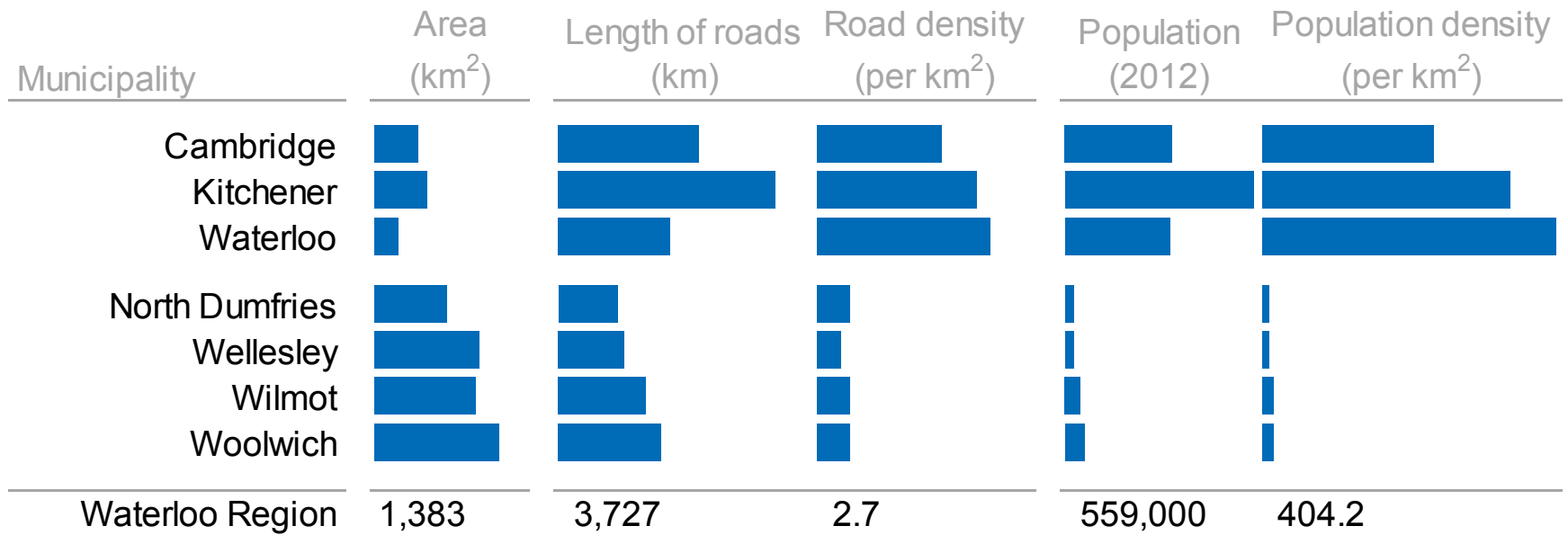


Figure 11: High demand in core areas
Total number and rate of calls by municipality, 2013



*Excludes 23 calls outside of region.

Figure 12: Dispersion by municipality
Population and road density is low

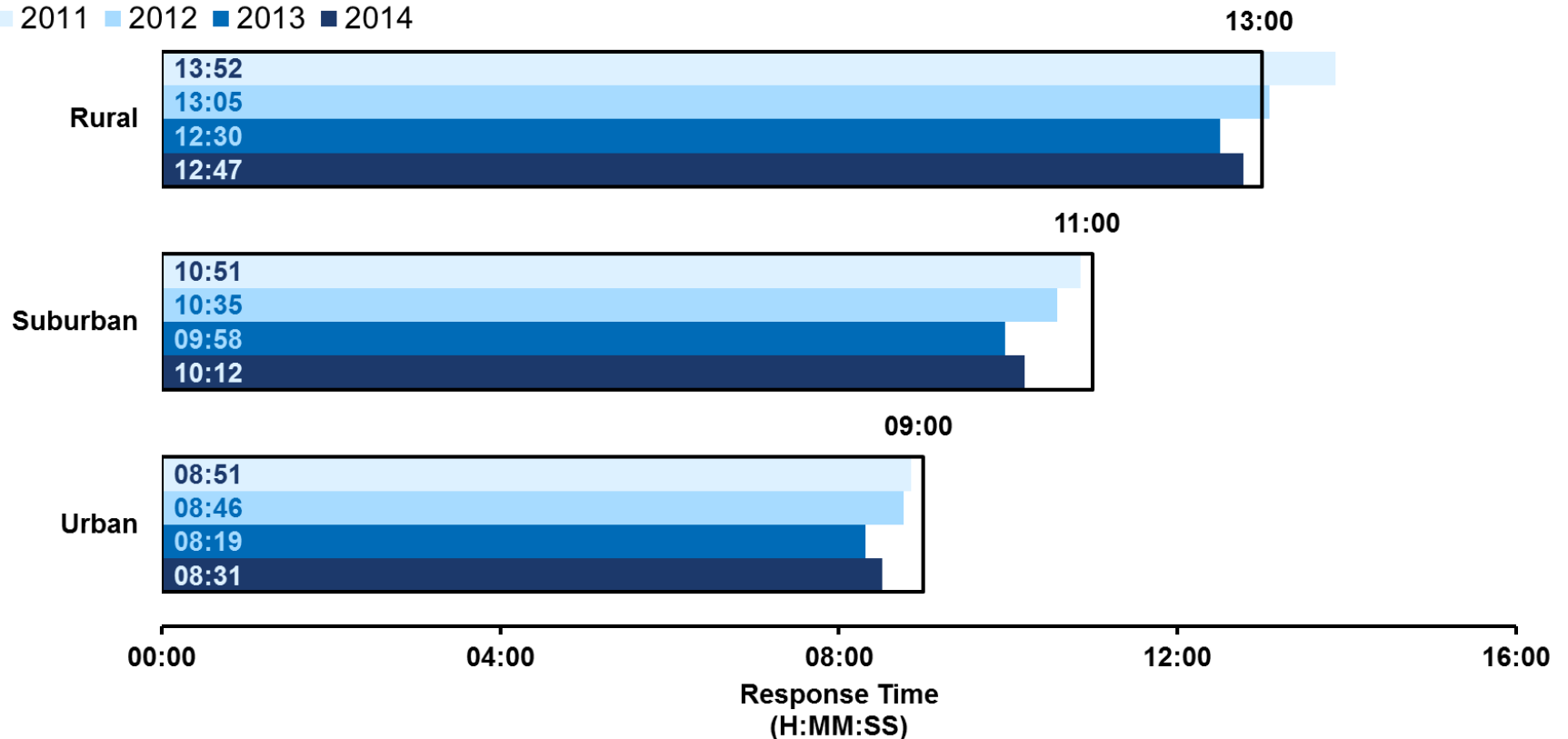


Per cent difference
between Cambridge
and Waterloo

Figure 13: Response times by population density

**Paramedic Services' response time to emergency calls (code 4),
80th percentile, by population density**
Waterloo Region, 2011-2014

2011 2012 2013 2014



Region of Waterloo
2015 Budget
Committee Chairs' Budget Scenario

	property tax levy	average tax impact *
1) Regional services, base position as of Feb. 11	\$301,674,994	1.67%
Budget Issue Papers as presented	1,577,000	0.36%
Starting budget position, March 4	\$303,251,994	2.03%
Recommended Regional budget adjustments		
A) Items referred from Community Services Committee on Feb. 24		
Provincial Subsidy for Children's Services (CSD-CHS-15-05)	(100,000)	-0.02%
Community Homelessness Prevention Initiative (CSD-HOU-15-04)	-	0.00%
Maintain RERU service (PHE-PSV-15-01)	162,000	0.04%
B) Other		
Sexual Health Youth Strategy (PHE-IDS-15-04)	50,000	0.01%
Innisfree House capital grant (COR-TRY-15-17: \$200,000 paid over 2 yrs from CLRF)	-	0.00%
Haven House capital grant (COR-TRY-15-17: \$50,000 from CLRF)	-	0.00%
Adjust Fuel Budget strategy adopted February 11 from 25% levy reduction/75% capital financing to 45% levy reduction/55% capital financing	(225,000)	-0.05%
Reduce transfer to Capital Levy Reserve Fund	(100,000)	-0.02%
Recommended budget, Regional Services	\$303,038,994	1.98%
2) Police Services budget, approved by Police Services Board on Mar. 4	\$145,609,556	0.58%
3) Library Services budget, approved by Library Committee on Feb. 3	\$2,493,121	0.02%
Recommended 2015 final budget position	\$451,141,671	2.58%

*tax impacts displayed as rounded to 2 decimal places; figures may not add to total tax impact due to rounding

March 4, 2015

REGION OF WATERLOO**2015 TAX SUPPORTED BUDGET RESOLUTIONS
REGIONAL SERVICES EXCLUDING POLICE AND LIBRARY SERVICES****MARCH 4, 2015**

1. THAT the Regional Municipality of Waterloo approve the 2015 Tax Supported Operating Budget with a property tax levy of \$ (%), excluding Police and Library Services, as amended by Budget Committee on February 11, 2015 and March 4, 2015.
2. THAT the Regional Municipality of Waterloo approve the 2015 Tax Supported Capital Budget and 2016-2024 Tax Supported Capital Forecast, excluding Police and Library Services, as presented to Budget Committee.
3. THAT the Regional Municipality of Waterloo repeal By-law Number 14-001 (as amended), being a By-law to Establish Fees and Charges for the Regional Municipality of Waterloo and that a new Fees and Charges By-law be passed including the new and adjusted fees and charges listed on the March 4, 2015 Budget Committee Agenda, as amended.
4. THAT the Regional Municipality of Waterloo receive the Information Paper titled "Municipal Budget Regulations" included in the March 4, 2015 Budget Committee Agenda for information, as required by *Ontario Regulation 284/09*.

REGION OF WATERLOO**2015 TAX SUPPORTED BUDGET RESOLUTIONS
POLICE SERVICES****MARCH 4, 2015**

1. THAT the Regional Municipality of Waterloo approve the Waterloo Region Police Services 2015 Tax Supported Operating Budget with a property tax levy of \$145,609,556 as recommended by the Police Services Board on March 4, 2015.

2. THAT the Regional Municipality of Waterloo approve the Waterloo Regional Police Services 2015 Tax Supported Capital Budget and 2016-2024 Tax Supported Capital Forecast as recommended by the Police Services Board on March 4, 2015.

REGION OF WATERLOO**2015 TAX SUPPORTED BUDGET RESOLUTIONS
REGION OF WATERLOO LIBRARY****MARCH 4, 2015**

1. THAT the Regional Municipality of Waterloo approve the Waterloo Region Library 2015 Tax Supported Operating Budget with a property tax levy of \$2,493,121 as tabled and amended at the February 3, 2015 Library Committee meeting.
2. THAT the Regional Municipality of Waterloo approve the Waterloo Region Library 2015 Tax Supported Capital Budget and 2016-2024 Tax Supported Capital Forecast as tabled at the February 3, 2015 Library Committee meeting.

Note: The Summary of Motions of Library Committee is included in the Region of Waterloo Library budget information paper.