

Budget Request - Base
B1 - B69

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Plan Requests

| | | | |
|-------------------|--|---------------------|-----------------------------|
| Request | CAO.2019.013 OCIF Funding for Asset Management Team | | |
| Department | Office of the Chief Administrative Officer | Prepared By | Cassandra Pacey |
| Division | Asset Management | Phone Number | 519-747-8582 |
| Section | Asset Management | Email | Cassandra.Pacey@waterloo.ca |
| | | Date | July 04, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

IPPW2016-099 identified that internal resourcing of the AM analytical system is critical to the success of maintaining valuable asset management information for decision making. For 2017 and 2018 \$80,000 in Ontario Community Infrastructure Reserve Fund (OCIF) was used to help fund the AM internal resources. This is the maximum amount permitted by OCIF for AM staff. The purpose of this request is to utilize \$80,000 in 2019 OCIF funds to help fund the Asset Management Analysis section staff.

Strategic Plan Link Infrastructure Renewal

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:

The AM analytical system updates will be updated and reflected in the 2020 AMP and progress towards meeting the first O'Reg 588/17 milestone of a strategic asset management policy will be met.

Recommendations:

That Council approves an \$80,000 increase of one-time revenue in 2019 for OCIF funding transfer to Asset Management within the Asset Management division in the CAO department.

| Request | | | |
|--|-----------------|--------------|-----------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Trsf fr Ont Community Infrastr*Default | (80,000) | | (80,000) |
| | (80,000) | | (80,000) |
| Net | (80,000) | | (80,000) |

Plan Requests

Request CAO.2019.017 Economic Development Fees and Charges Revenue
Department Office of the Chief Administrative Officer Prepared By Justin McFadden
Division Economic Development Phone Number 519-747-8539
Section EcDev Director Email justin.mcfadden@waterloo.ca
 Date July 11, 2018
Version Council Approved **Budget Year** 2019

Description of Request:
 On June 18, 2018 Council approved CAO2018-017 - Office of the CAO (Economic Development & Legal Services) 2019 Fees and Charges Updates. This request is to approve the \$5,000 in increased revenue as a result of the proposed fee changes and to align the budget with the average (2014-2017) actual fee revenue achieved.

Strategic Plan Link Economic Development

Describe the risks related to this request if denied or deferred (likelihood and impact):
 The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area

What are the desired outcomes and how will the outcome be measured:
 The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:
 That Council approves a \$5,000 increase of ongoing revenue in 2019 for Economic Development Fees and Charges Revenue within the Economic Development division in the CAO department.

| Request | | | |
|--------------------------------|----------------|----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Special Events*DEFAULT PROGRAM | (5,000) | (5,000) | |
| | (5,000) | (5,000) | |
| Net | (5,000) | (5,000) | |

Plan Requests

| | | | |
|-------------------|---|--------------------|---------------------------|
| Request | COMM.2019.001 Recreation Services Rental Revenue | | |
| Department | Community Services | Prepared By | Leta Campbell |
| Division | Recreation Services | Phone Number | 519-884-5363 |
| Section | Business Services | Email | leta.campbell@waterloo.ca |
| | | Date | June 28, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request reflects the anticipated adjustments to rental revenue based on the Council approved 2019 Fees and Charges by-law, with an effective date of September 1, 2019 as related to Community Services rental fees. The projections are based on both historical and 2017 actual rental data, incorporate competitive considerations, and assume current service levels will remain the same.

Strategic Plan Link Strong Community

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$36,715 increase of ongoing revenue in 2019 for Fees and Charges within the Recreation Services Division within Community Services department.

| Request | | | |
|--------------------------------------|-----------------|-----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Fees*SprtFields/Soccer Fields | (670) | (670) | |
| Hall/Floor/Track Rentals*DEFAULT | (1,048) | (1,048) | |
| Manulife Sports Centre- | (508) | (508) | |
| Ice Rental*DEFAULT PROGRAM | (14,559) | (14,559) | |
| Ice Rental*Manulife Sports Centre | (3,889) | (3,889) | |
| Field Rentals*DEFAULT PROGRAM | (5,034) | (5,034) | |
| Bechtel Ball Stadium - Field Rentals | (474) | (474) | |
| Bechtel Soccer - Field Rentals | (576) | (576) | |
| Hospitality/Picnic Shelt*DEFAULT | (410) | (410) | |
| Field House*Default Program | (3,671) | (3,671) | |
| Gym*Default Program | (5,876) | (5,876) | |
| | (36,715) | (36,715) | |
| Net | (36,715) | (36,715) | |

Plan Requests

| | | | |
|-------------------|--|---------------------|---------------------------|
| Request | COMM.2019.003 Recreation Services Program Admission Revenue | | |
| Department | Community Services | Prepared By | Leta Campbell |
| Division | Recreation Services | Phone Number | 519-884-5363 |
| Section | Business Services | Email | leta.campbell@waterloo.ca |
| | | Date | June 28, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request reflects the anticipated adjustments to program and admissions revenue based on the Council approved 2019 Fees and Charges by-law, with an effective date of September 1, 2019 as related to Recreation Services program and admission fees.

Strategic Plan Link Strong Community

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$20,275 increase of ongoing revenue in 2019 for Fees and Charges within the Recreation Services division in the Community Services department.

| Request | | | |
|-------------------------------------|-----------------|-----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Fees*Sport-Splash | (942) | (942) | |
| Fees*Fun Centre | (1,517) | (1,517) | |
| Fees*Power Skating | (450) | (450) | |
| Fees*Co-ed Indoor Volleyball League | (1,150) | (1,150) | |
| Fees*Adult Co-ed Ultimate Frisbee | (480) | (480) | |
| Fees*Adult Basketball League | (1,135) | (1,135) | |
| Fees*Adult Rec. Ice Hockey | (3,768) | (3,768) | |
| Fees*Men's Rec Ball (Floor) Hockey | (595) | (595) | |
| Fees*Men's Slo-Pitch | (2,354) | (2,354) | |
| Fees*Co-ed Slo-Pitch | (4,109) | (4,109) | |
| Fees*Co-ed Rec 6's Beach Volleyball | (908) | (908) | |
| Fees*March Break/PA Days | (268) | (268) | |
| Fees*Co-ed Full Field Indoor Soccer | (197) | (197) | |
| Fees*Agility Training | (961) | (961) | |
| Fees*Karate | (255) | (255) | |
| Fees*Yoga-Family | (332) | (332) | |
| Fees*Summer Survivor | (854) | (854) | |
| | (20,275) | (20,275) | |
| Net | (20,275) | (20,275) | |

Plan Requests

| | | | |
|-------------------|---|---------------------|--------------------------------|
| Request | COMM.2019.008 Special Event Revenue Increase | Prepared By | Jeff Silcox-Childs |
| Department | Community Services | Phone Number | 519-886-2310 |
| Division | Environment & Parks | Email | jeff.silcox-childs@waterloo.ca |
| Section | Waterloo Park | Date | June 29, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to increase the budget due to the increase in the fees and charges for special events will result in additional revenues. The increase in fees was approved through Fees & Charges By-Law COM2018-018 on June 18, 2018.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

There is no real risk if this request is denied or deferred.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$10,000 increase of ongoing revenue in 2019 for increased permit rental fees in Waterloo Park within the Environment & Parks Services division in the Community Services department.

| Request | | | |
|----------------------------------|-----------------|-----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Parks-Special Events Sup*DEFAULT | (10,000) | (10,000) | |
| | (10,000) | (10,000) | |
| Net | (10,000) | (10,000) | |

Plan Requests

| | | | |
|-------------------|---|---------------------|---------------------------|
| Request | COMM.2019.013 Municipal Enforcement Revenue Increase | Prepared By | Shayne Turner |
| Department | Community Services | Phone Number | 519-747-8783 |
| Division | Municipal Enforcement | Email | Shayne.Turner@waterloo.ca |
| Section | Compliance & Standards | Date | July 06, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to increase several revenue items as indicated in Community Services Fees and Charges 2019 staff report COM2018-018 approved on June 18, 2018.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

Not accepting this request will result in continued inaccurate revenue forecasting.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$58,200 increase of ongoing revenue in 2019 to adjust for historical trends within the Municipal Enforcement division in the Community Services department.

| Request | | | |
|--------------------------------|-----------------|-----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Permanant Sign Permits*DEFAULT | (1,200) | (1,200) | |
| Traffic Violations*DEFAULT | (50,000) | (50,000) | |
| Land Development Agreements | (7,000) | (7,000) | |
| | <u>(58,200)</u> | <u>(58,200)</u> | |
| Net | (58,200) | (58,200) | |

Plan Requests

| | | | |
|-------------------|--|---------------------|------------------------|
| Request | COMM.2019.019 Older Adult Program Revenue | | |
| Department | Community Services | Prepared By | Jim Bowman |
| Division | Community Programming & Outreach | Phone Number | 519-747-8748 |
| Section | Senior Services | Email | jim.bowman@waterloo.ca |
| | | Date | July 13, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is for an increase in Older Adult revenue budget as a result of the direction and implementation of the Older Adult Strategy. The development of new programs and experiencing a four year average increase in the revenues received for these programs, it is suggested that the revenue line for programs be increased by \$10,000 to align with actuals. Staff will continue to promote programs and to improve service for older adults in Waterloo. Staff will also look for ways to reduce expenses by offering services on a condensed level in summer months.

Strategic Plan Link Strong Community

Describe the risks related to this request if denied or deferred (likelihood and impact):

Denial or deferral of this request will limit the division's capacity to increase services and expand programs.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to implement new programs and expand existing programs as recommended by the Older Adult Strategy.

Recommendations:

That Council approves a \$10,000 increase of ongoing revenue in 2019 for alignment with actual's resulting from the implementation of the Older Adult Strategy within the Community Programming & Outreach Services division in the Community Services department.

| Request | | | |
|------------------------------------|-----------------|-----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Registration Revenue*Active Living | (10,000) | (10,000) | |
| | (10,000) | (10,000) | |
| Net | (10,000) | (10,000) | |

Plan Requests

| | | | |
|-------------------|--|---------------------|--------------------------|
| Request | COMM.2019.025 Bell Small Cell Lease Agreement Revenue | Prepared By | Ryan Mounsey |
| Department | Community Services | Phone Number | 519-747-8707 |
| Division | Facility Design & Management Services | Email | ryan.mounsey@waterloo.ca |
| Section | Facilities | Date | July 26, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

On June 18, 2018 Council approved CAO2018-015 - Bell Small Cell Lease Agreement on city owned lands. This request is to approve the annual lease revenue of \$3,000 (for the duration of the lease / initial term of ten years).

Strategic Plan Link Economic Development

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$3,000 increase of ongoing revenue in 2019 for Bell Small Cell Lease within the Facility Design & Management Services division in the Community Services department.

| Request | | | |
|---------------------------------|----------------|----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Rent-Municipal Property*DEFAULT | (3,000) | (3,000) | |
| | (3,000) | (3,000) | |
| Net | (3,000) | (3,000) | |

Plan Requests

| | | | |
|-------------------|--|---------------------|---------------------------|
| Request | TRAN.2019.004 Assessment Growth from 2018 | | |
| Department | Corporate Transactions | Prepared By | Paul Hettinga |
| Division | Other Corp Transactions | Phone Number | 519-747-8765 |
| Section | Other Corporate Transactions | Email | paul.hettinga@waterloo.ca |
| | | Date | July 30, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

Each year the City of Waterloo receives new property tax revenue due to increased assessment growth. The projected assessment growth for 2019 is \$1,088,655 which is approximately 1.5% growth. Over the past ten years, assessment growth has varied from 0.91% to a high of 3.89%. Assessment growth and Supplemental taxes are discussed further in a budget issue paper included in the budget package.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

The city's budget will not adequately reflect the revenue that it receives from assessment growth

What are the desired outcomes and how will the outcome be measured:

The tax roll will be reviewed for evidence of growth.

Recommendations:

That Council approves a \$1,088,655 increase in ongoing revenue in 2019 for assessment growth from 2018 within the Corporate Transactions department.

| Request | | | |
|-------------------------------|--------------------|--------------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Miscellaneous Revenue*DEFAULT | (1,088,655) | (1,088,655) | |
| | (1,088,655) | (1,088,655) | |
| Net | (1,088,655) | (1,088,655) | |

Plan Requests

| | | | |
|-------------------|---|---------------------|---------------------------|
| Request | TRAN.2019.006 Additional Assessment Growth from 2017 | Prepared By | Paul Hettinga |
| Department | Corporate Transactions | Phone Number | 519-747-8765 |
| Division | Other Corp Transactions | Email | paul.hettinga@waterloo.ca |
| Section | Other Corporate Transactions | Date | July 30, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to increase the 2019 budget for additional Assessment growth from 2017 in the amount of \$ 102,331. The 2018 budget was finalized through report CORP2018-089 which was approved on Nov. 20, 2018. At that time, 2017 assessment growth was reported at \$2,550,859. However, when the final 2017 tax roll was completed and approved on Apr. 16, 2018 (through CORP2018-024), the total was \$2,653,190, which is \$102,331 higher than the amount included in the 2018 final budget. Therefore, this additional \$102,331 of revenue is to be included in the 2019 budget.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

The city's revenue budget will be understated

What are the desired outcomes and how will the outcome be measured:

Recommendations:

That Council approves a \$102,331 increase of ongoing revenue in 2019 for additional assessment growth from 2017 within the Corporate Transactions department.

| Request | | | |
|-------------------------------|------------------|------------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Miscellaneous Revenue*DEFAULT | (102,331) | (102,331) | |
| | (102,331) | (102,331) | |
| Net | (102,331) | (102,331) | |

City of Waterloo

Plan Requests

| | | | |
|-------------------|---|---------------------|-----------------------|
| Request | TRAN.2019.001 Waterloo North Hydro Dividend Increase | | |
| Department | Corporate Transactions | Prepared By | Kim Reger |
| Division | Other Corp Transactions | Phone Number | 519-747-8750 |
| Section | Other Corporate Transactions | Email | kim.reger@waterloo.ca |
| | | Date | June 28, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

The Waterloo North Hydro (WNH) dividend budget was increased in 2015 by \$630K. Since that time the city has run an average annual surplus to budget of \$1.0 million dollars. By increasing the dividend budget by a sustainable amount of \$200K the City is using prudent fiscal management principles to ensure that operations have adequate funding while still ensuring that surplus funds if any, are available to support reserves. Any surplus WNH dividends are redirected to city's reserves between CRF (75%)/CIRRF (25%) as per city reserve policy. Additional contributions to CRF/CIRRF outside of this request are being made to ensure that future capital planning is sustainable.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

The city would have missed an opportunity to balance present operating needs with future capital planning.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit.

Recommendations:

That Council approves a \$200,000 increase of ongoing revenue in 2019 to right size the Waterloo North Hydro dividend budget within the Corporate Transactions department.

| | | Request | | |
|----------------|-------------------------------|------------------|------------------|---------------|
| | | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | | |
| | Waterloo North Hydro Dividend | (200,000) | (200,000) | |
| | | (200,000) | (200,000) | |
| | Net | (200,000) | (200,000) | |

Plan Requests

| | | | |
|-------------------|--|---------------------|---------------------------|
| Request | TRAN.2019.012 Investment Income | Prepared By | Paul Hettinga |
| Department | Corporate Transactions | Phone Number | 519-747-8765 |
| Division | Other Corp Transactions | Email | paul.hettinga@waterloo.ca |
| Section | Other Corporate Transactions | Date | July 30, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to increase the budget for Investment Income by \$100,000 to reflect the increase in actual revenue received over the past few years that is exceeding budget. The projection is deemed sustainable based on the available principle to invest and an increasing trend in interest rates.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

This is an increase to the revenue target which is balancing the proposed tax increase. If this request is denied or deferred, then the tax increase will be higher.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$100,000 increase of ongoing revenue in 2019 for investment income within the Corporate Transactions department.

| Request | | | |
|---------------------------|------------------|------------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Investment Income*DEFAULT | (100,000) | (100,000) | |
| | (100,000) | (100,000) | |
| Net | (100,000) | (100,000) | |

Plan Requests

| | | | |
|-------------------|--|---------------------|---------------------------|
| Request | TRAN.2019.013 Penalties and Interest Income | Prepared By | Paul Hettinga |
| Department | Corporate Transactions | Phone Number | 519-747-8765 |
| Division | Other Corp Transactions | Email | paul.hettinga@waterloo.ca |
| Section | Other Corporate Transactions | Date | July 30, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to increase the revenue budget for Penalties and Interest income by \$110,000. Based on analysis of the five year trend, this adjustment is sustainable. Tax arrears has remained fairly consistent over the last five years, ranging from 2.79% - 5.33% of current levy.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

This is an increase to the revenue target which is balancing the proposed tax increase. If this request is denied or deferred, then the tax increase will be higher.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$110,000 increase of ongoing revenue in 2019 for penalties and interest income within the Corporate Transactions department.

| | | Request | |
|----------------|---------------------------------|------------------|------------------|
| | | Total | 2019 Ongoing |
| | | | 2019 One Time |
| Revenue | | | |
| | Penalties & Interest on*DEFAULT | (110,000) | (110,000) |
| | | (110,000) | (110,000) |
| | Net | (110,000) | (110,000) |

Plan Requests

| | | | |
|-------------------|--|---------------------|---------------------------|
| Request | TRAN.2019.014 Payments in Lieu (PILs) Revenue | Prepared By | Paul Hettinga |
| Department | Corporate Transactions | Phone Number | 519-747-8765 |
| Division | Other Corp Transactions | Email | paul.hettinga@waterloo.ca |
| Section | Other Corporate Transactions | Date | July 30, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to increase the revenue budget for Payments in Lieu (PILs), which are funds received from other levels of governments in lieu of property taxes. Actual revenue from the Region of Waterloo has increased due to a change in assessment for the landfill and the addition of the LRT Works Yard on Dutton Drive.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

This is an increase to the revenue target which is balancing the proposed tax increase. If this request is denied or deferred, then the tax increase will be higher.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$351,790 increase of ongoing revenue in 2019 for payments in lieu (PILs) income within the Corporate Transactions department.

| Request | | | |
|----------------------------------|------------------|------------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| PIL-CommTaxable Full,Sha*DEFAULT | (351,790) | (351,790) | |
| | (351,790) | (351,790) | |
| Net | (351,790) | (351,790) | |

Plan Requests

| | | | |
|-------------------|---|---------------------|-------------------------------|
| Request | IPPW.2019.003 Fees & Charges Revenue | Prepared By | Christine Koehler |
| Department | Integrated Planning & Public Works | Phone Number | 519-886-2310 |
| Division | Transportation | Email | christine.loehler@waterloo.ca |
| Section | Traffic Operations | Date | June 28, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to increase revenue for increases in 2019 fees and charges within the Transportation division based on Fees and Charges By-Law IPPW2018-036 that was approved on June 18, 2018. The increase in the fees and charges for road occupancy permits, etc. will result in additional revenues of \$10,000.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

There is no real risk if this request is denied or deferred.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$10,000 increase of ongoing revenue in 2019 for increases in 2019 fees and charges within the Transportation division in the IPPW department.

| | | Request | | |
|----------------|----------------------------|-----------------|-----------------|---------------|
| | | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | | |
| | Fees*Road Occupancy Permit | (10,000) | (10,000) | |
| | | (10,000) | (10,000) | |
| | Net | (10,000) | (10,000) | |

Plan Requests

| | | | |
|-------------------|---|--------------------|-------------------------|
| Request | IPPW.2019.026 Planning Approvals - Increase Planning Revenue | | |
| Department | Integrated Planning & Public Works | Prepared By | Joel Cotter |
| Division | Planning | Phone Number | 519-747-8543 |
| Section | Planning Approvals | Email | joel.cotter@waterloo.ca |
| | | Date | July 04, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to increase the revenue budget in the Planning division by \$100,000 based on increased development application volumes, based on previous 5 year trend.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

No risks if denied or deferred. Note: Planning applications can be unpredictable, and if fewer applications are submitted, planning revenue targets may not be achieved creating a financial pressure.

What are the desired outcomes and how will the outcome be measured:

Better alignment of projected planning revenues against recent application volumes.

Recommendations:

That Council approves a \$100,000 increase of ongoing revenue in 2019 for Planning Revenue within the Planning division in the IPPW department.

| Request | | | |
|--------------------------|------------------|------------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Planning Revenue*DEFAULT | (100,000) | (100,000) | |
| | (100,000) | (100,000) | |
| Net | (100,000) | (100,000) | |

Plan Requests

Request CAO.2019.018 Waterloo Region Tourism Marketing Budget Reduction
Department Office of the Chief Administrative Officer Prepared By Justin McFadden
Division Economic Development Phone Number 519-747-8539
Section EcDev Director Email justin.mcfadden@waterloo.ca
 Date July 11, 2018
Version Council Approved **Budget Year** 2019

Description of Request:
 This request is to reduce the Waterloo Region Tourism Marketing budget. Annual support for this program has been reduced from \$95,000 to \$90,000.

Strategic Plan Link Economic Development

Describe the risks related to this request if denied or deferred (likelihood and impact):
 The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area

What are the desired outcomes and how will the outcome be measured:
 The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:
 That Council approves a \$5,000 reduction of ongoing funding in 2019 for Waterloo Region Tourism Marketing within the Economic Development division in the CAO department.

| Request | | | |
|-----------------------------|----------------|----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| K-W Tourism*DEFAULT PROGRAM | (5,000) | (5,000) | |
| | (5,000) | (5,000) | |
| Net | (5,000) | (5,000) | |

Plan Requests

| | | | |
|-------------------|---|---------------------|-----------------------------|
| Request | CAO.2019.020 Passport to Success Program Elimination | | |
| Department | Office of the Chief Administrative Officer | Prepared By | Justin McFadden |
| Division | Economic Development | Phone Number | 519-747-8539 |
| Section | EcDev Director | Email | justin.mcfadden@waterloo.ca |
| | | Date | July 11, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to reduce the Passport to Success Program budget. This program has been cancelled.

Strategic Plan Link Economic Development

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actual's to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$4,000 reduction of ongoing funding in 2019 for the Passport to Success Program within the Economic Development division in the CAO department.

| | Request | | |
|-----------------------------|----------------|----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Passport to Success*DEFAULT | (4,000) | (4,000) | |
| | (4,000) | (4,000) | |
| Net | (4,000) | (4,000) | |

Plan Requests

Request CAO.2019.021 Other Legal Expense Reduction
Department Office of the Chief Administrative Officer Prepared By Steve Ross
Division Legal Services Phone Number 519-747-8794
Section Legal Services Email steve.ross@waterloo.ca
 Date July 11, 2018
Version Council Approved **Budget Year** 2019

Description of Request:
 This request is to reduce the Other Legal expense budget. Historically the Other Legal xpense budget has been under spent. Legal Services will continue to complete legal work in-house where possible, avoiding the need for external legal support (other legal).

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):
 The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:
 The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:
 That Council approves a \$25,000 reduction of ongoing funding in 2019 for Other Legal within the Legal Services division in the CAO department.

| Request | | | |
|-----------------------------|-----------------|-----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Other Legal*DEFAULT PROGRAM | (25,000) | (25,000) | |
| | (25,000) | (25,000) | |
| Net | (25,000) | (25,000) | |

Plan Requests

| | | | |
|-------------------|---|---------------------|---------------------------|
| Request | COMM.2019.006 Recreation Services Miscellaneous Expense Reductions | | |
| Department | Community Services | Prepared By | Steve Heldman |
| Division | Recreation Services | Phone Number | 519-884-5363 |
| Section | RS Director | Email | Steve.Heldman@waterloo.ca |
| | | Date | June 28, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to reduce Recreation Services' miscellaneous expense budgets through adjustments to small tools/equipment related expenses, car/mileage allowance, part-time wages associated with program delivery and miscellaneous expenditure reductions.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

There is no risk should this requested be denied or deferred. There is a potential for some limited impacts to some programs should customer expectations exceed minor adjustments to service level standards.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to not impact service level standards via efficiencies realized throughout the division.

Recommendations:

That Council approves a \$20,000 reduction of ongoing funding in 2019 for program adjustments within the Recreation Services division in the Community Services department.

| Request | | | |
|----------------------------------|-----------------|-----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Wages-Part Time*DEFAULT | (5,132) | (5,132) | |
| Benefits*DEFAULT PROGRAM | (868) | (868) | |
| Car Allowance*DEFAULT PROGRAM | (2,000) | (2,000) | |
| Copy*DEFAULT PROGRAM | (1,500) | (1,500) | |
| Rental*DEFAULT PROGRAM | (3,500) | (3,500) | |
| Small Tools*DEFAULT PROGRAM | (2,000) | (2,000) | |
| Miscellaneous Expenditur*DEFAULT | (2,000) | (2,000) | |
| Other Equipment*P/F Roads | (3,000) | (3,000) | |
| | (20,000) | (20,000) | |
| Net | (20,000) | (20,000) | |

Plan Requests

| | | | |
|-------------------|--|---------------------|---------------------------|
| Request | COMM.2019.020 Municipal Enforcement Expense Reduction | Prepared By | Shayne Turner |
| Department | Community Services | Phone Number | 519-747-8783 |
| Division | Municipal Enforcement | Email | shayne.turner@waterloo.ca |
| Section | Compliance & Standards | Date | July 16, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to make a reduction to the legal and prosecution expense budget within Municipal Enforcement Services.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

Denying this request will result in missing an assigned budget target.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to reduce expenses in identified areas, based on service delivery alternatives being available.

Recommendations:

That Council approves a \$20,000 reduction of ongoing funding in 2019 for reduction in prosecution services within the division in the department.

| Request | | | |
|---------------------------|-----------------|-----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Legal Prosecution*DEFAULT | (20,000) | (20,000) | |
| | (20,000) | (20,000) | |
| Net | (20,000) | (20,000) | |

Plan Requests

Request COMM.2019.021 Officer Development

Department Community Services

Division Fire Rescue

Section Fire Operations & Training

Prepared By Richard Hepditch

Phone Number 519-884-2121

Email richard.hepditch@waterloo.ca

Date July 19, 2018

Version Council Approved

Budget Year 2019

Description of Request:

This request is to contribute to the cooperate wide effort to contain operating costs in Fire Rescue Services by reducing its Officer Development operating budget. Going forward officer development will be funded through the existing operating budget account for training which historically has had a surplus.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$20,000 reduction of ongoing funding in 2019 for operating budget cost containment within the Fire Rescue Services division in the Community Services department.

| Request | | | |
|-------------------------------------|-----------------|-----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Officer Development*Default Program | (20,000) | (20,000) | |
| | (20,000) | (20,000) | |
| Net | (20,000) | (20,000) | |

Plan Requests

| | | | |
|-------------------|---|---------------------|------------------------------|
| Request | COMM.2019.022 Pump 12 Budget Reduction | Prepared By | Richard Hepditch |
| Department | Community Services | Phone Number | 519-884-2121 |
| Division | Fire Rescue | Email | richard.hepditch@waterloo.ca |
| Section | Fire Operations & Training | Date | July 19, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to contribute to the corporate wide effort to contain operating costs Fire Rescue Services is reducing its Pump 12 operating budget. Last budget cycle Council approved an operating budget increase for Pump 12 because it was the oldest truck in Fire Rescue Services fleet and required additional funding in an attempt to extend the life of the truck by 2 years. Pump 12 has since been approved for replacement in 2017 and as such Fire Rescue Services is returning the additional operating funds that are no longer required.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

If this budget request is denied or deferred Fire Rescue Services will not be contributing to the commitment to return a temporary operating budget increase and the overall contribution to cost containment of the operating budget corporate wide.

What are the desired outcomes and how will the outcome be measured:

Desired outcomes will contribute to the corporate wide effort to contain Fire Rescue Services operating costs in addition to the overall cooperate operating budget impacts. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$10,000 reduction of ongoing funding in 2019 for operating budget cost containment within the Fire Rescue Services division in the Community Services department.

| Request | | | |
|----------------------------|-----------------|-----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| City Fleet*DEFAULT PROGRAM | (10,000) | (10,000) | |
| | (10,000) | (10,000) | |
| Net | (10,000) | (10,000) | |

Plan Requests

| | | | |
|-------------------|--|---------------------|------------------------------|
| Request | COMM.2019.023 Pump 4 Budget Reduction | Prepared By | Richard Hepditch |
| Department | Community Services | Phone Number | 519-884-2121 |
| Division | Fire Rescue | Email | richard.hepditch@waterloo.ca |
| Section | Fire Operations & Training | Date | July 19, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to contribute to the corporate wide effort to contain operating costs; Fire Rescue Services is reducing its Pump 4 operating budget. Last budget cycle Council approved an operating budget increase for Pump 4 because it was the second oldest truck in Fire Rescue Services fleet and required additional funding in an attempt to extend the life of the truck by 2 years. Pump 4 is planned for replacement in 2019 and as such Fire Rescue Services is returning the additional operating funds that are no longer required.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

If this budget request is denied or deferred Fire Rescue Services will not be contributing to the commitment to return a temporary operating budget increase and the overall contribution to cost containment of the operating budget corporate wide.

What are the desired outcomes and how will the outcome be measured:

Desired outcomes will contribute to the corporate wide effort to contain Fire Rescue Services operating costs in addition to the overall cooperate operating budget impacts. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$15,000 reduction of ongoing funding in 2019 for operating budget cost containment within the Fire Rescue Services division in the Community Services department.

| Request | | | |
|----------------------------|-----------------|-----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| City Fleet*DEFAULT PROGRAM | (15,000) | (15,000) | |
| | (15,000) | (15,000) | |
| Net | (15,000) | (15,000) | |

Plan Requests

| | | | |
|-------------------|---|---------------------|-------------------------------|
| Request | IPPW.2019.004 LED Streetlighting Electricity & Maintenance Savings | | |
| Department | Integrated Planning & Public Works | Prepared By | Christine Koehler |
| Division | Transportation | Phone Number | 519-886-2310 |
| Section | Traffic Operations | Email | christine.koehler@waterloo.ca |
| | | Date | June 28, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is for reduced operating funding as a result of the operational savings resulting from the LED streetlight change out project. The LED streetlight change out project was estimated to save 48% annually on streetlight electricity and 50% annually on streetlight maintenance. This amounts to total savings of \$420,000, with \$210,000 being realized in 2018 and the additional \$210,000 to be included in the 2019 budget.

Strategic Plan Link Environmental Leadership

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will increase pressure on the tax base.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$210,000 reduction of ongoing funding in 2019 for the decrease in LED streetlight maintenance and electricity within the Transportation division in the IPPW department.

| Request | | | |
|---------------------------------|------------------|------------------|------------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Utilities-Electricity &*DEFAULT | (164,000) | (164,000) | |
| Mtce Street Lights*DEFAULT | (46,000) | (46,000) | |
| | (210,000) | (210,000) | |
| Net | (210,000) | (210,000) | |

Plan Requests

| | | | |
|-------------------|---|---------------------|-------------------------------|
| Request | IPPW.2019.005 Regional Overhead Recovery | | |
| Department | Integrated Planning & Public Works | Prepared By | Christine Koehler |
| Division | Transportation | Phone Number | 519-886-2310 |
| Section | Transportation Operations | Email | christine.koehler@waterloo.ca |
| | | Date | June 28, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to increase the Regional Overhead Recovery budget to align with the historical actuals. As part of the Regional Maintenance Agreement, the City recovers overhead from the Region with respect to city staff fringe benefits and supervisory time.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will increase pressure on the tax base.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$100,000 increase of ongoing revenue in 2019 for aligning the Regional Maintenance overhead & fringe recovery to correctly reflect revenue received within the Transportation division in the IPPW department.

| Request | | | |
|----------------------------------|------------------|------------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Overhead Recovery-Region*DEFAULT | (60,000) | (60,000) | |
| Fringe Recovery-Region*DEFAULT | (40,000) | (40,000) | |
| | (100,000) | (100,000) | |
| Net | (100,000) | (100,000) | |

Plan Requests

Request CAO.2019.009 Parking General Government Overhead
Department Office of the Chief Administrative Officer Prepared By Christine Tettman
Division Economic Development Phone Number 519-886-2310
Section Parking Email Christine.Tettman@waterloo.ca
 Date July 04, 2018
Version Council Approved **Budget Year** 2019

Description of Request:
 This request is for Parking General Government Overhead budget funding as approved by Council on October 16, 2017 through CAO2017-027 - 2018 Parking Rates. The Parking General Government Overhead budget request is for \$265,000 based on Parking's calculated share of Corporate Overhead. This funding will be transferred from the Parking Enterprise to the Tax Base for Parking's use of corporate resources.

Strategic Plan Link Economic Development

Describe the risks related to this request if denied or deferred (likelihood and impact):
 The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:
 The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:
 That Council approves a \$265,000 increase of ongoing funding in 2019 for Parking General Government Overhead within the Economic Development division in the CAO department.

| Request | | | |
|----------------------------------|------------------|------------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| General Government OH | (265,000) | (265,000) | |
| | <u>(265,000)</u> | <u>(265,000)</u> | |
| Expenditures | | | |
| General Government Overh*DEFAULT | 265,000 | 265,000 | |
| Trfr to Parking Res Fund*DEFAULT | (265,000) | (265,000) | |
| | <u>0</u> | <u>0</u> | |
| Net | (265,000) | (265,000) | |

Plan Requests

Request CAO.2019.010 Parking 'No Charge' Parking Direct Cost Recovery
Department Office of the Chief Administrative Officer **Prepared By** Christine Tettman
Division Economic Development **Phone Number** 519-886-2310
Section Parking **Email** Christine.Tettman@waterloo.ca
Version Council Approved **Date** July 04, 2018
Budget Year 2019

Description of Request:
 This request is for 'No Charge' Parking Direct Cost Recovery as approved by Council on October 16, 2017 through CAO2017-027 - 2018 Parking Rates. The Parking Enterprise provides 'No Charge' (2 Hours FREE) parking in seven Uptown surface lots. This is a valued economic development investment in our Uptown Core encouraging all residents and visitors to come Uptown. The direct cost of providing 'No Charge' Parking is estimated to be \$270,000 based on average historical cost. This funding will be transferred from the Tax Base to the Parking Enterprise to cover the direct operating cost of 'No Charge' parking.

Strategic Plan Link Economic Development

Describe the risks related to this request if denied or deferred (likelihood and impact):
 The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:
 The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:
 That Council approves a \$270,000 increase of ongoing funding in 2019 for 'No Charge' Parking Direct Cost Recovery within the Economic Development division in the CAO department.

| Request | | | |
|----------------------------------|----------------|----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Trfr to Parking Res Fund*DEFAULT | 270,000 | 270,000 | |
| | 270,000 | 270,000 | |
| Net | 270,000 | 270,000 | |

Plan Requests

| | | | |
|-------------------|--|---------------------|-----------------------------|
| Request | CAO.2019.019 Communitech Budget Reduction | | |
| Department | Office of the Chief Administrative Officer | Prepared By | Justin McFadden |
| Division | Economic Development | Phone Number | 519-747-8539 |
| Section | EcDev Director | Email | justin.mcfadden@waterloo.ca |
| | | Date | July 11, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

On July 18, 2016 Council approved CAO2016-003 Communitech Data Hub. Waterloo City Council approved \$680,000 in funding over 2016-2018 to help launch the Communitech DataHub in Uptown Waterloo funded by the Economic Development Reserve. This request is to return the 2019 Communitech budget within the Economic Development division to \$35,350.

Strategic Plan Link Economic Development

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actual's to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$150,000 reduction of ongoing funding in 2019 for the Communitech Budget within the Economic Development division in the CAO department.

| Request | | | |
|-----------------------------------|------------------|------------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Trf from Economic Dev Res*Default | 150,000 | 150,000 | |
| | <u>150,000</u> | <u>150,000</u> | |
| Expenditures | | | |
| Communitech*DEFAULT PROGRAM | (150,000) | (150,000) | |
| | <u>(150,000)</u> | <u>(150,000)</u> | |
| Net | | 0 | |

Plan Requests

| | | | |
|-------------------|--|--------------------|---------------------------|
| Request | COMM.2019.014 Contract with KW Humane Society | | |
| Department | Community Services | Prepared By | Shayne Turner |
| Division | Municipal Enforcement | Phone Number | 519-747-8783 |
| Section | Licensing | Email | shayne.turner@waterloo.ca |
| | | Date | July 10, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to increase the budget amount payable to the KW Humane Society based on the agreed upon increase for 2019, by the amount of \$25,953, pursuant to the existing contract executed in 2014.

Strategic Plan Link Strong Community

Describe the risks related to this request if denied or deferred (likelihood and impact):

If this request is denied or deferred, it could result in a lower service level.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$25,953 increase of ongoing funding in 2019 for the existing approved contract within the Municipal Enforcement division in the Community Services department.

| Request | | | |
|--------------------------------|---------------|-----------------|------------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Animal Control*DEFAULT PROGRAM | 25,953 | 25,953 | |
| | 25,953 | 25,953 | |
| Net | 25,953 | 25,953 | |

Plan Requests

| | | | |
|-------------------|------------------------------|---------------------|-------------------------|
| Request | TRAN.2019.003 In Camera | Prepared By | Dean Vieira |
| Department | Corporate Transactions | Phone Number | 519-886-8779 |
| Division | Other Corp Transactions | Email | dean.vieira@waterloo.ca |
| Section | Other Corporate Transactions | Date | July 27, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

In Camera

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

What are the desired outcomes and how will the outcome be measured:

Recommendations:

| Request | | | |
|----------------------------------|------------------|------------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Miscellaneous Expenditur*DEFAULT | 2,067,834 | 2,067,834 | |
| | <u>2,067,834</u> | <u>2,067,834</u> | |
| Net | 2,067,834 | 2,067,834 | |

Plan Requests

| | | | |
|-------------------|---|---------------------|-----------------------------|
| Request | TRAN.2019.005 Contrib. to CRF and CIRRF from 2018 Assessment | | |
| Department | Corporate Transactions | Prepared By | Filipa Reynolds |
| Division | Other Corp Transactions | Phone Number | 519-747-8711 |
| Section | Other Corporate Transactions | Email | filipa.reynolds@waterloo.ca |
| | | Date | July 30, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This budget request is to transfer 10% of the 2018 assessment growth (\$1,088,655 see TRAN.2019.004) in the amount of \$108,865 to the Capital Reserve Fund (CRF) and 30% in the amount of \$326,597 to the Capital Infrastructure Reinvestment Reserve Fund (CIRRF).

Strategic Plan Link Infrastructure Renewal

Describe the risks related to this request if denied or deferred (likelihood and impact):

What are the desired outcomes and how will the outcome be measured:

NA

Recommendations:

That Council approves a \$108,865 increase of ongoing contributions in 2019 to the Capital Reserve Fund and a \$326,597 increase of ongoing contributions in 2019 to the Capital Infrastructure Reinvestment Reserve Fund from 2018 assessment.

| Request | | | |
|----------------------------------|----------------|----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Trans to Capital Res Fun*DEFAULT | 108,865 | 108,865 | |
| Tran to CapInfraReinvest*DEFAULT | 326,597 | 326,597 | |
| | 435,462 | 435,462 | |
| Net | 435,462 | 435,462 | |

Plan Requests

| | | | |
|-------------------|---|---------------------|-----------------------------|
| Request | TRAN.2019.007 Contrib. to CRF and CIRRF from 2017 Assessment | | |
| Department | Corporate Transactions | Prepared By | Filipa Reynolds |
| Division | Other Corp Transactions | Phone Number | 519-747-8711 |
| Section | Other Corporate Transactions | Email | filipa.reynolds@waterloo.ca |
| | | Date | July 30, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This budget request is to transfer 10% of the 2017 additional assessment growth (\$102,331 see TRAN.2019.006) in the amount of \$10,233 to the Capital Reserve Fund (CRF) and 30% in the amount of \$30,699 to the Capital Infrastructure Reinvestment Reserve Fund (CIRRF).

Strategic Plan Link Infrastructure Renewal

Describe the risks related to this request if denied or deferred (likelihood and impact):

What are the desired outcomes and how will the outcome be measured:

NA

Recommendations:

That Council approves a \$10,233 increase of ongoing contributions in 2019 to the Capital Reserve Fund and a \$30,699 increase of ongoing contributions in 2019 to the Capital Infrastructure Reinvestment Reserve Fund from 2017 additional assessment growth.

| Request | | | |
|----------------------------------|---------------|-----------------|------------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Trans to Capital Res Fun*DEFAULT | 10,233 | 10,233 | |
| Tran to CapInfraReinvest*DEFAULT | 30,699 | 30,699 | |
| | 40,932 | 40,932 | |
| Net | 40,932 | 40,932 | |

Plan Requests

| | | | |
|-------------------|--|---------------------|-------------------------|
| Request | CAO.2019.014 Physician Recruitment | | |
| Department | Office of the Chief Administrative Officer | Prepared By | Adam Lauder |
| Division | CAO Administration | Phone Number | 519-747-8649 |
| Section | CAO Administration | Email | adam.lauder@waterloo.ca |
| | | Date | July 04, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to continue the city's commitment to the Greater Kitchener-Waterloo Chamber of Commerce for its request of \$20,000 per year in funding for physician recruitment; \$10,000 for family physician recruitment managed by the Chamber and \$10,000 for specialist recruitment managed by the hospitals. The city has been providing this level of annual support from Council's Community Priority and Contingency Reserve since 2009.

Strategic Plan Link Strong Community

Describe the risks related to this request if denied or deferred (likelihood and impact):

There may be a shortage of funds to attract new physicians to the area.

What are the desired outcomes and how will the outcome be measured:

Recruitment information and metrics to be provided by the Greater Kitchener-Waterloo Chamber of Commerce annually.

Recommendations:

That Council approves a \$20,000 increase of one-time funding in 2019 for Physician Recruitment Support within the CAO's Office division in the CAO department.

| Request | | | |
|----------------------------------|-----------------|--------------|-----------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Tran fr Oper Budgt Conti*DEFAULT | (20,000) | | (20,000) |
| | <u>(20,000)</u> | | <u>(20,000)</u> |
| Expenditures | | | |
| Special Projects*DEFAULT | 20,000 | | 20,000 |
| | <u>20,000</u> | | <u>20,000</u> |
| Net | | | 0 |

Plan Requests

Request CAO.2019.016 SWR evolGREEN Funding Support
Department Office of the Chief Administrative Officer Prepared By Justin McFadden
Division Economic Development Phone Number 519-747-8539
Section EcDev Director Email justin.mcfadden@waterloo.ca
 Date July 11, 2018
Version Council Approved **Budget Year** 2019

Description of Request:
 On June 25, 2018 Council approved CAO2018-020 SWR evolGREEN Funding Support. This report approved \$120,000 in 2018 funding from the Economic Development Reserve, to support the creation and ongoing operations of Sustainable Waterloo Region's evolGREEN hub. Additionally the report approved in principle an additional \$190,000 in 2019-2022 funding from the Economic Development Reserve, subject to Council's re-confirmation as part of the applicable budget process. This request is seeking Council approval for the 2019 funding support of \$55,000 as per CAO2018-020.

Strategic Plan Link Economic Development

Describe the risks related to this request if denied or deferred (likelihood and impact):
 The denial or deferral of this request will contribute to a budget deficit/pressure for SWR evolGREEN.

What are the desired outcomes and how will the outcome be measured:
 The desired outcome is to provide funding support for SWR evolGREEN, advancing the Clean Economy and clean tech start-ups.

Recommendations:
 That Council approves a \$55,000 increase of one-time funding in 2019 for SWR evolGREEN within the Economic Development division in the CAO department.

| Request | | | |
|-----------------------------------|-----------------|--------------|-----------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Trf from Economic Dev Res*Default | (55,000) | | (55,000) |
| | <u>(55,000)</u> | | <u>(55,000)</u> |
| Expenditures | | | |
| Miscellaneous Expenditur*DEFAULT | 55,000 | | 55,000 |
| | <u>55,000</u> | | <u>55,000</u> |
| Net | | | 0 |

Plan Requests

| | | | |
|-------------------|--|---------------------|------------------------|
| Request | COMM.2019.017 Fee Assistance Program Increase | Prepared By | Jim Bowman |
| Department | Community Services | Phone Number | 519-747-8748 |
| Division | Community Programming & Outreach | Email | jim.bowman@waterloo.ca |
| Section | Community & Neighborhood Services | Date | July 13, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is for an increase in operating funding to continue to support the City of Waterloo's Fee Assistance program. The Fee Assistance Program offers financial support to youth and seniors to support their participation in city programs. Each person who registers for the program must provide proof of need. Over the past few years the city has received funding support of \$12,000 from the Region and this support no longer exists. In addition the number of applicants continues to increase especially for newcomers to our city. The increase to \$25,000 will assist in supporting this program.

Strategic Plan Link Strong Community

Describe the risks related to this request if denied or deferred (likelihood and impact):

Denial or deferral of this request will limit the division's capacity to increase services and expand programs.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to implement fee assistance in order to meet the increase number of new applicants and expand opportunities for residents to participate in city programs. Provision to provide residents with tools needed to build a strong

Recommendations:

That Council approves a \$25,000 increase of ongoing funding in 2019 for Fee Assistance within the Community Programming & Outreach Services division in the Community Services department.

| Request | | | |
|--------------------------------|---------------|---------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Fee Assistance*DEFAULT PROGRAM | 25,000 | 25,000 | |
| | 25,000 | 25,000 | |
| Net | 25,000 | 25,000 | |

Plan Requests

| | | | |
|-------------------|--|---------------------|------------------------|
| Request | CORP.2019.002 Fleet Customer Service position | | |
| Department | Corporate Services | Prepared By | Sunda Siva |
| Division | Fleet & Procurement | Phone Number | 519-886-2310 |
| Section | Fleet Services | Email | sunda.siva@waterloo.ca |
| | | Date | October 02, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is for a Fleet Customer Service position. The Customer Service position will fill a critical role within Fleet Services ensuring the smooth daily operation of Fleet Garage and providing front line communications with the other Divisions. The daily tasks of the Fleet Customer Service position is well knitted with many front line divisions, parts suppliers and regulatory agencies.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

That would lead to a break in the business process continuity. Risk of facing inefficiency to service vehicles to front line operation will be delayed which would not only cost high but also would impact service deliveries

What are the desired outcomes and how will the outcome be measured:

More desired outcome would be to run a smooth Fleet Operation that shows net zero cash flow.

Recommendations:

That Council approves a \$79,045 increase of ongoing funding in 2019 for a Fleet Customer Service position within the Fleet and Procurement division in the Corporate Services department.

| Request | | | |
|---------------------------------|---------------|---------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Salary-Full Time*DEFAULT | 60,811 | 60,811 | |
| Benefits*DEFAULT PROGRAM | 18,081 | 18,081 | |
| Association Memberships*DEFAULT | 153 | 153 | |
| | 79,045 | 79,045 | |
| Net | 79,045 | 79,045 | |

Plan Requests

| | | | |
|-------------------|--|---------------------|----------------------------|
| Request | CORP.2019.005 Human Resources Assistant | | |
| Department | Corporate Services | Prepared By | Susan Farrelly |
| Division | Human Resources | Phone Number | 519-747-8735 |
| Section | Human Resources | Email | susan.farrelly@waterloo.ca |
| | | Date | July 30, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

The HR Assistant will support the following areas; Health and Safety, Recruitment, Training and Development, Volunteer Services and will also be cross-trained to fully back-up the other HR Assistant whose functional areas are HRIS, Pension, Benefits and Administration. Responsibilities include: conducting Driver's Abstract checks, tracking, updating of Driver's files; assisting with position posting process, resume management, setting up interviews and related recruitment activities; assisting with set-up of Training and Development sessions and tracking of completion; assisting with Volunteer Services including entering into Better Impact database and related activities.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

By not having this position, it compromises the ability of HR and Volunteer Services to be strategic and resilient. Risks of not having this role in place may include slow response rates to both employees and public, possible delay in posting and filling roles, delay in employees' receiving pay; lack of HR staff members' ability to work on more strategic items such as policy development, legislative responsiveness, and corporate initiatives would also result.

What are the desired outcomes and how will the outcome be measured:

HR will be able to maintain the level of service that is needed for efficient service delivery. The HR Assistant will support the annual hiring of 200-300 employees, and all related activities. This will ensure service is uninterrupted during staff leaves and vacations.

Recommendations:

That Council approves a \$79,045 increase of ongoing funding in 2019 for an HR Assistant position within the Human Resources division in the Corporate Services department.

| Request | | | |
|---------------------------------|---------------|---------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Salary-Full Time*DEFAULT | 60,811 | 60,811 | |
| Benefits*DEFAULT PROGRAM | 18,081 | 18,081 | |
| Association Memberships*DEFAULT | 153 | 153 | |
| | <u>79,045</u> | <u>79,045</u> | |
| Net | 79,045 | 79,045 | |

Plan Requests

| | | | |
|-------------------|--|---------------------|------------------------------|
| Request | CORP.2019.010 Fleet & Equipment Operating Pressures | | |
| Department | Corporate Services | Prepared By | Angela Schneider |
| Division | Facility Design & Management Services | Phone Number | 519-747-8508 |
| Section | Fleet Services | Email | angela.schneider@waterloo.ca |
| | | Date | August 03, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

The City has over 350 vehicles and equipment in its Fleet. General operating costs, such as maintenance/repair and parts/service, continues to increase and exceed budget each year. Purchase prices for vehicles and equipment continues to increase due to inflation, foreign exchange and market pressures, increasing the need to set more aside each year for capital replacement. City growth has placed pressure on the need for expansion vehicles and equipment which creates more pressure on the operating budget. The 2015-2017 average fleet and equipment operating deficit is over \$400K. This request is for \$275K; \$115K has been approved through the LTFP for the pressure in Transportation-Winter Control.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

The fleet and equipment costs will continue to exceed budget or a reduction in service levels would need to occur.

What are the desired outcomes and how will the outcome be measured:

Operational areas (Parks, Transportation, Facilities and Recreation Services) will not be running deficits, reviewed monthly through surplus deficit reporting.

Recommendations:

That Council approves a \$275,000 increase of ongoing funding in 2019 for fleet and equipment expenses within the Parks division (\$125K); Fire Division (\$60K); Facilities division (\$65K); Municipal Enforcement division (\$20K) in the Community Services department and (\$5K) in the Economic Development division in the CAO Department.

| Request | | | |
|----------------------------|----------------|----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| City Fleet*DEFAULT PROGRAM | 195,000 | 195,000 | |
| Other Equipment*DEFAULT | 80,000 | 80,000 | |
| | 275,000 | 275,000 | |
| Net | 275,000 | 275,000 | |

Plan Requests

| | | | |
|-------------------|---|---------------------|-----------------------------|
| Request | TRAN.2019.010 Additional Contribution to CRF | | |
| Department | Corporate Transactions | Prepared By | Filipa Reynolds |
| Division | Other Corp Transactions | Phone Number | 519-747-8711 |
| Section | Other Corporate Transactions | Email | filipa.reynolds@waterloo.ca |
| | | Date | July 30, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This budget request is to increase the annual contribution to the Capital Reserve Fund (CRF) by inflation, to account for inflationary costs in capital projects that are funded by CRF. Prior to 2019, a rate of 2% each year was used, however, in accordance with the DC by-law procedure, the Long Term Financial Plan (LTFP) is recommending that the Construction Price Index be used, which in 2019 would be a rate of 2.96%. This equates to an inflationary increase to the annual contribution to CRF in the amount of \$216,775. An inflationary increase of 2.96% has been built into the 2019 proposed capital budget and 2020-2028 proposed capital forecast.

Strategic Plan Link Infrastructure Renewal

Describe the risks related to this request if denied or deferred (likelihood and impact):

What are the desired outcomes and how will the outcome be measured:

Recommendations:

That Council approves a \$216,775 increase of ongoing contributions in 2019 to the Capital Reserve Fund (CRF) for inflationary costs of capital funded from CRF.

| Request | | | |
|----------------------------------|----------------|----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Trans to Capital Res Fun*DEFAULT | 216,775 | 216,775 | |
| | 216,775 | 216,775 | |
| Net | 216,775 | 216,775 | |

Plan Requests

| | | | |
|-------------------|---|---------------------|-----------------------------|
| Request | TRAN.2019.011 Additional Contribution to CIRRF | | |
| Department | Corporate Transactions | Prepared By | Filipa Reynolds |
| Division | Other Corp Transactions | Phone Number | 519-747-8711 |
| Section | Other Corporate Transactions | Email | filipa.reynolds@waterloo.ca |
| | | Date | July 30, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This budget request is to increase the annual contribution to the Capital Infrastructure Reinvestment Reserve Fund (CIRRF) by inflation, to account for inflationary costs in capital projects funded by CIRRF. Prior to 2019, an increase for inflation was not applied, however, in accordance with the DC by-law procedure, the Long Term Financial Plan (LTFP) is recommending that the annual transfer be increased in the same manner applied to CRF (Capital Reserve Fund). In 2019, this would be adopting the Construction Price Index at a rate of 2.96%; which equates to \$119,000. An inflationary increase of 2.96% has been built into the 2019 proposed capital budget and 2020-2028 proposed capital forecast.

Strategic Plan Link Infrastructure Renewal

Describe the risks related to this request if denied or deferred (likelihood and impact):

What are the desired outcomes and how will the outcome be measured:

NA

Recommendations:

That Council approves a \$119,000 increase of ongoing contributions in 2019 to the Capital Infrastructure Reinvestment Reserve Fund (CIRRF) for inflationary costs of capital funded from CIRRF.

| Request | | | |
|----------------------------------|----------------|----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Tran to CapInfraReinvest*DEFAULT | 119,000 | 119,000 | |
| | 119,000 | 119,000 | |
| Net | 119,000 | 119,000 | |

Plan Requests

| | | | |
|-------------------|--|---------------------|------------------------------|
| Request | TRAN.2019.015 Commissioner Special Projects | | |
| Department | Corporate Transactions | Prepared By | Angela Schneider |
| Division | Other Corp Transactions | Phone Number | 519-747-8508 |
| Section | Other Corporate Transactions | Email | angela.schneider@waterloo.ca |
| | | Date | July 31, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to allocate \$125,000 from the annual step gapping amount (which is savings for staff positions, between actual costs compared to budget) to the CAO and three Commissioners, enabling each department to undertake special projects, staff development and to deliver on strategic initiatives. Each department will receive a proportionate share of the \$125,000 based on its average step gapping amount over the period 2016-2018. Step gapping savings are contributed to the Tax Rate Stabilization reserve and \$125,000 is approximately 12.5% of the annual amount.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

Key initiatives or special projects may be deferred

What are the desired outcomes and how will the outcome be measured:

That key projects can be undertaken and evaluated by the CAO and Commissioners.

Recommendations:

That Council approves a \$125,000 increase of one-time funding in 2019 for special projects from the annual step gapping contribution to the Tax Rate Stabilization reserve. The funding amounts are: CAO Dept-\$10,051 and the Commissioner area for each Dept: COMM-\$37,845; CORP-\$48,571; IPPW-\$28,533

| | Request | | |
|-------------------------------|------------------|--------------|------------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Trf fr Tax Rate Stab | (125,000) | | (125,000) |
| | <u>(125,000)</u> | | <u>(125,000)</u> |
| Expenditures | | | |
| Special Projects*Commissioner | 125,000 | | 125,000 |
| | <u>125,000</u> | | <u>125,000</u> |
| Net | | | 0 |

Plan Requests

| | | | |
|-------------------|--|---------------------|-------------------------|
| Request | IPPW.2019.025 Planning Approvals - Senior Planner | | |
| Department | Integrated Planning & Public Works | Prepared By | Joel Cotter |
| Division | Planning | Phone Number | 519-747-8543 |
| Section | Planning Approvals | Email | joel.cotter@waterloo.ca |
| | | Date | July 04, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

Due to increased development application volumes, combined with increased complexity of development files, pending LPAT appeals related to the new Zoning By-law, and necessary project work such as updating the City's Urban Design Manual, there is a need to add one senior planner.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

Overtime (and related expenses) will need to be authorized to meet the legislated timeframes to process development applications as specified in the Planning Act. The level of service related to development applications will decline. Outsides consultants will need to be retained for LPAT (OMB) appeals. Potential to impact staff retention, if burnout and pressures continues.

What are the desired outcomes and how will the outcome be measured:

Hire an experienced senior planner to evaluate complex development applications, and enhance the internal skills within the City's Planning Division. If possible, look to hire an individual with an urban design degree and related experience.

Recommendations:

That Council approves a \$132,000 increase of ongoing funding in 2019 for a Senior Planner within the Planning division in the IPPW department.

Request

| | Total | 2019 Ongoing | 2019 One Time |
|---------------------------------|----------------|----------------|---------------|
| Expenditures | | | |
| Salary-Full Time*DEFAULT | 101,757 | 101,757 | |
| Benefits*DEFAULT PROGRAM | 25,715 | 25,715 | |
| Association Memberships*DEFAULT | 2,556 | 2,556 | |
| Training & Conferences*DEFAULT | 1,972 | 1,972 | |
| | 132,000 | 132,000 | |
| Net | 132,000 | 132,000 | |

Plan Requests

| | | | |
|-------------------|--|---------------------|-------------------------|
| Request | IPPW.2019.010 Stormwater Revenue - Commercial/Industrial - 2019 | | |
| Department | Integrated Planning & Public Works | Prepared By | Roy Garbotz |
| Division | City Utilities | Phone Number | 519-886-2310 |
| Section | Stormwater | Email | Roy.Garbotz@waterloo.ca |
| | | Date | June 29, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is for increased stormwater revenue – commercial/industrial. City Utilities staff are recommending that the monthly stormwater rates for commercial/industrial increase by: \$1.87 (from \$28.73 to \$30.60) for commercial/industrial small, \$8.72 (from \$134.17 to \$142.89) for commercial/industrial medium, \$28.10 (from \$432.36 to \$460.46) for commercial/industrial large and \$71.18 (from \$1,095.13 to \$1,166.31) for commercial/industrial largest effective Feb 1, 2019. These rate increases along with commercial/industrial growth amount to a 2019 budgeted revenue increase of \$123,142.

Strategic Plan Link Environmental Leadership

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$123,142 increase of ongoing revenue in 2019 for Stormwater Revenue - Commercial/Industrial within the City Utilities division in the IPPW department.

| Request | | | |
|----------------------------------|-----------|--------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Commercial/Industrial SWM Fee | (123,142) | (123,142) | |
| | (123,142) | (123,142) | |
| Expenditures | | | |
| Transfer to Sewer or Wat*DEFAULT | 123,142 | 123,142 | |
| | 123,142 | 123,142 | |
| Net | | 0 | |

Plan Requests

| | | | |
|-------------------|--|---------------------|-------------------------|
| Request | IPPW.2019.011 Stormwater Revenue - Institutional - 2019 | | |
| Department | Integrated Planning & Public Works | Prepared By | Roy Garbotz |
| Division | City Utilities | Phone Number | 519-886-2310 |
| Section | Stormwater | Email | Roy.Garbotz@waterloo.ca |
| | | Date | June 29, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is for increased stormwater revenue – institutional. City Utilities staff are recommending that the monthly stormwater rates for institutional increase by: \$2.26 (from \$34.72 to \$36.98) for institutional small, \$6.10 (from \$93.83 to \$99.93) for institutional medium and \$12.49 (from \$192.14 to \$204.63) for institutional large effective Feb 1, 2019. These rate increases along with institutional growth amount to a 2019 budgeted revenue increase of \$11,590.

Strategic Plan Link Environmental Leadership

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves an \$11,590 increase of ongoing revenue in 2019 for Stormwater Revenue - Institutional within the City Utilities division in the IPPW department.

| Request | | | |
|----------------------------------|-----------------|-----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Institutional SWM Fee*DEFAULT | (11,590) | (11,590) | |
| | <u>(11,590)</u> | <u>(11,590)</u> | |
| Expenditures | | | |
| Transfer to Sewer or Wat*DEFAULT | 11,590 | 11,590 | |
| | <u>11,590</u> | <u>11,590</u> | |
| Net | | 0 | |

City of Waterloo

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Plan Requests

| | | | |
|-------------------|--|---------------------|-------------------------|
| Request | IPPW.2019.012 Stormwater Revenue - Multi-Residential - 2019 | | |
| Department | Integrated Planning & Public Works | Prepared By | Roy Garbotz |
| Division | City Utilities | Phone Number | 519-886-2310 |
| Section | Stormwater | Email | Roy.Garbotz@waterloo.ca |
| | | Date | June 29, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is for increased stormwater revenue – multi-residential. City Utilities staff are recommending that the monthly stormwater rates for multi-residential increase by: \$1.39 (from \$21.42 to \$22.81) for multi-residential small, \$5.89 (from \$90.64 to \$96.53) for multi-residential medium and \$31.39 (from \$482.97 to \$514.36) for multi-residential large effective Feb 1, 2019. These rate increases along with multi-residential growth amount to a 2019 budgeted revenue increase of \$98,486.

Strategic Plan Link Environmental Leadership

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves an \$98,486 increase of ongoing revenue in 2019 for Stormwater Revenue - Multi-Residential within the City Utilities division in the IPPW department.

| Request | | | |
|-----------------------------------|----------|-----------------|------------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Multi-Residential SWM Fee*DEFAULT | (98,486) | (98,486) | |
| | (98,486) | (98,486) | |
| Expenditures | | | |
| Transfer to Sewer or Wat*DEFAULT | 98,486 | 98,486 | |
| | 98,486 | 98,486 | |
| Net | 0 | | |

Plan Requests

| | | | |
|-------------------|--|---------------------|-------------------------|
| Request | IPPW.2019.013 Stormwater Revenue - Residential - 2019 | | |
| Department | Integrated Planning & Public Works | Prepared By | Roy Garbotz |
| Division | City Utilities | Phone Number | 519-886-2310 |
| Section | Stormwater | Email | Roy.Garbotz@waterloo.ca |
| | | Date | June 29, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is for increased stormwater revenue - residential. City Utilities staff is recommending that the monthly stormwater rates for residential increase by: \$0.48 (from \$7.46 to \$7.94) for residential small, \$0.73 (from \$11.19 to \$11.92) for residential medium, and \$0.00 (to stay at \$18.61) for residential large effective Feb 1, 2019. These rate increases, along with residential growth, amount to a 2019 budgeted revenue increase of \$194,361.

Strategic Plan Link Environmental Leadership

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$194,361 increase of ongoing revenue in 2019 for Stormwater Revenue - Residential within the City Utilities division in the IPPW department.

| Request | | | |
|----------------------------------|-----------|--------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Residential SWM Fee*DEFAULT | (194,361) | (194,361) | |
| | (194,361) | (194,361) | |
| Expenditures | | | |
| Transfer to Sewer or Wat*DEFAULT | 194,361 | 194,361 | |
| | 194,361 | 194,361 | |
| Net | 0 | | |

City of Waterloo

Plan Requests

| | | | |
|-------------------|--|---------------------|-------------------------|
| Request | IPPW.2019.014 Sanitary Sewer Revenue - 2019 | | |
| Department | Integrated Planning & Public Works | Prepared By | Roy Garbotz |
| Division | City Utilities | Phone Number | 519-886-2310 |
| Section | Sewer | Email | Roy.Garbotz@waterloo.ca |
| | | Date | June 29, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is for increased sanitary sewer revenue. Sanitary sewer revenues within the City Utilities division budget are based on a 5-year average of wastewater volumes as measured by metered water consumption. The revenue generated includes direct billing to City of Waterloo customers (residential and commercial), extra billing associated with cross border servicing agreements, and sewage rebates related to the landfill and Seagram flows. City Utilities staff are recommending that the sanitary sewer rate used for the collection system increase by \$.08 (from \$2.37 to \$2.45 per cubic meter) effective Feb 1, 2019. The associated revenue increase is \$1,246,283 for 2019.

Strategic Plan Link Infrastructure Renewal

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$1,246,283 increase of ongoing revenue in 2019 for Sanitary Sewer Revenue within the City Utilities division in the IPPW department.

| Request | | | |
|----------------------------------|-------------|--------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Sewage Treatment Rebate*DEFAULT | (19,000) | (19,000) | |
| Sewage Rev-Residential*DEFAULT | (426,433) | (426,433) | |
| Sewage Rev-Commercial/In*DEFAULT | (348,900) | (348,900) | |
| Sewage Rev-Extra Sewage*DEFAULT | (451,950) | (451,950) | |
| | (1,246,283) | (1,246,283) | |
| Expenditures | | | |
| Transfer to Sewer or Wat*DEFAULT | 1,246,283 | 1,246,283 | |
| | 1,246,283 | 1,246,283 | |
| Net | | 0 | |

Plan Requests

| | | | |
|-------------------|---|---------------------|-------------------------|
| Request | IPPW.2019.020 Water Revenue - 2019 | | |
| Department | Integrated Planning & Public Works | Prepared By | Roy Garbotz |
| Division | City Utilities | Phone Number | 519-886-2310 |
| Section | Water | Email | Roy.Garbotz@waterloo.ca |
| | | Date | June 29, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is for increased water revenue. Water revenue within the City Utilities division budget is based on 5-year average metered water volumes distributed through the water distribution system. The revenue generated includes direct billing to City of Waterloo customers (residential and commercial), and extra billing associated with cross border servicing agreements. City Utilities staff are recommending that the water rate increase by \$0.11 (from \$1.79 to \$1.90 per cubic meter) effective Feb 1, 2019. The associated revenue increase is \$1,354,493 for 2019.

Strategic Plan Link Infrastructure Renewal

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$1,354,493 increase of ongoing revenue in 2019 for Water Revenue within the City Utilities division in the IPPW department.

| Request | | | |
|----------------------------------|-------------|--------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Water Sales-Residential*DEFAULT | (590,971) | (590,971) | |
| Water Sales-Commercial/I*DEFAULT | (483,522) | (483,522) | |
| Water Sales-Water Servic*DEFAULT | (280,000) | (280,000) | |
| | (1,354,493) | (1,354,493) | |
| Expenditures | | | |
| Transfer to Sewer or Wat*DEFAULT | 1,354,493 | 1,354,493 | |
| | 1,354,493 | 1,354,493 | |
| Net | | 0 | |

City of Waterloo

Plan Requests

| | | | |
|-------------------|--|---------------------|-------------------------|
| Request | IPPW.2019.015 Sanitary Sewer Treatment - 2019 | | |
| Department | Integrated Planning & Public Works | Prepared By | Roy Garbotz |
| Division | City Utilities | Phone Number | 519-883-2610 |
| Section | Sewer | Email | Roy.Garbotz@waterloo.ca |
| | | Date | June 29, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

Wastewater treatment costs are based on a 5-year average volume. City Utilities staff translates these volumes into dollars using the wastewater treatment rates provided by the Region of Waterloo during their 2018 budget process. The estimated cubic meter cost to have the Region of Waterloo treat wastewater is forecasted to increase from \$1.1750 to \$1.2560 per cubic meter for 2019. Combined with the 5-year average volumes, this translates into an increased cost to the City of Waterloo of \$789,447 for 2019.

Strategic Plan Link Environmental Leadership

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$789,447 increase of ongoing funding in 2019 for Sanitary Sewer Treatment within the City Utilities division in the IPPW department.

| Request | | | |
|----------------------------------|-----------|--------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Sewage Treatment Costs*DEFAULT | 789,447 | 789,447 | |
| Transfer to Sewer or Wat*DEFAULT | (789,447) | (789,447) | |
| | 0 | 0 | |
| Net | | 0 | |

Plan Requests

| | | | |
|-------------------|---|---------------------|-------------------------|
| Request | IPPW.2019.021 Wholesale Water Purchases - 2019 | | |
| Department | Integrated Planning & Public Works | Prepared By | Roy Garbotz |
| Division | City Utilities | Phone Number | 519-886-2310 |
| Section | Water | Email | Roy.Garbotz@waterloo.ca |
| | | Date | June 29, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

Wholesale water purchases are based on a 5-year average volume. City Utilities staff translates these volumes into dollars using the wholesale water rates provided by the Region of Waterloo during their 2018 budget process. The estimated cubic meter cost to purchase water from the Region of Waterloo is forecasted to increase from \$1.0446 to \$1.0749 per cubic meter for 2019. Combined with the 5-year average volumes, this translates into an increased cost to the City of Waterloo of \$522,132 for 2019.

Strategic Plan Link Environmental Leadership

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$522,132 increase of ongoing funding in 2019 for Wholesale Water Purchases within the City Utilities division in the IPPW department.

| Request | | | |
|----------------------------------|-----------|-----------------|------------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Wholesale Water Purchase*DEFAULT | 522,132 | 522,132 | |
| Transfer to Sewer or Wat*DEFAULT | (522,132) | (522,132) | |
| | 0 | 0 | |
| Net | | 0 | |

Plan Requests

| | | | |
|-------------------|---|---------------------|-------------------------|
| Request | IPPW.2019.002 Clean Water Initiatives - trf from Water to Stormwater | | |
| Department | Integrated Planning & Public Works | Prepared By | Roy Garbotz |
| Division | City Utilities | Phone Number | 519-886-2310 |
| Section | Stormwater | Email | Roy.Garbotz@waterloo.ca |
| | | Date | June 28, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to reduce the year end adjustment under the Clean Water Initiatives program. Water Services currently provides an annual transfer to Stormwater Services to account for the activities done from the Stormwater area to protect water quality. Starting in 2019, this transfer will be reduced and is to be phased out over time as the Stormwater Utility becomes a self-sustaining business unit.

Strategic Plan Link Environmental Leadership

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$30,000 reduction of ongoing revenue in 2019 for Clean Water Initiatives - transfer from Water to Stormwater within the City Utilities division in the IPPW department.

| Request | | | |
|---|-----------------|-----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Contrib fr Environm*Clean Water Initiat | 30,000 | 30,000 | |
| | <u>30,000</u> | <u>30,000</u> | |
| Expenditures | | | |
| Contrib to Environm*Clean Water | (30,000) | (30,000) | |
| | <u>(30,000)</u> | <u>(30,000)</u> | |
| Net | | 0 | |

Plan Requests

| | | | |
|-------------------|---|---------------------|-------------------------|
| Request | IPPW.2019.006 Leaf Pickup Program - City Fleet Charges | | |
| Department | Integrated Planning & Public Works | Prepared By | Roy Garbotz |
| Division | City Utilities | Phone Number | 519-886-2310 |
| Section | Stormwater | Email | Roy.Garbotz@waterloo.ca |
| | | Date | June 29, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to move towards right sizing the City's leaf pickup budget to actual costs incurred. No changes to the leaf pickup program are being proposed. Increased City Fleet charges have been observed over the past few years to complete the City-wide leaf pickup in the fall. The additional requested budget will help close the deficit to budget gap and staff will review actuals to budget again for the 2020 budget and bring forward any further budget requests for Council's consideration at that time.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$25,000 increase of ongoing funding in 2019 for the Leaf Pickup Program within the City Utilities division in the IPPW department.

| Request | | | |
|----------------------------------|----------|--------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Leaf Pickup - Trucks & Vacs | 25,000 | 25,000 | |
| Transfer to Sewer or Wat*DEFAULT | (25,000) | (25,000) | |
| | 0 | 0 | |
| Net | | 0 | |

Plan Requests

| | | | |
|-------------------|---|---------------------|-------------------------|
| Request | IPPW.2019.007 Stormwater Credit Program Budget Adjustments | | |
| Department | Integrated Planning & Public Works | Prepared By | Roy Garbotz |
| Division | City Utilities | Phone Number | 519-886-2310 |
| Section | Stormwater | Email | Roy.Garbotz@waterloo.ca |
| | | Date | June 29, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to adjust the Stormwater Credit Program budget to better align with actual payouts observed. The credit program is an incentive based program that awards property owners who take actions to reduce their property's stormwater runoff into the City's system. As the program is still in its infancy, there is not much historical data on credits paid to property owners to review. This budget request is to increase the budget for residential properties and reduce the budget for commercial/industrial properties, with a net overall reduction of the program budget. This will better align actual payouts granted over the past 3 years to budgeted figures.

Strategic Plan Link Environmental Leadership

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$51,761 reduction of ongoing funding in 2019 for the Stormwater Credit Program Budget within the City Utilities division in the IPPW department.

| Request | | | |
|-------------------------------------|----------|--------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Residential SWM Credit*SWM Credit | 30,453 | 30,453 | |
| Multi-Residential SWM Credit*SWM | (14,886) | (14,886) | |
| Institutional SWM Credit*SWM Credit | 837 | 837 | |
| Commercial/Industrial SWM | (68,165) | (68,165) | |
| Transfer to Sewer or Wat*DEFAULT | 51,761 | 51,761 | |
| | 0 | 0 | |
| Net | | 0 | |

Plan Requests

| | | | |
|-------------------|--|---------------------|-------------------------|
| Request | IPPW.2019.016 Sewer Inspection Permit Fee Removal | | |
| Department | Integrated Planning & Public Works | Prepared By | Roy Garbotz |
| Division | City Utilities | Phone Number | 519-886-2310 |
| Section | Sewer | Email | Roy.Garbotz@waterloo.ca |
| | | Date | June 29, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to remove the budget for Sewer Inspection Permits. This fee is no longer charged and as such the budget needs to be removed accordingly.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$32,650 reduction of ongoing revenue in 2019 for Sewer Inspection Permit Fees within the City Utilities division in the IPPW department.

| Request | | | |
|----------------------------------|----------|--------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Sewer Inspection Permits*DEFAULT | 32,650 | 32,650 | |
| | 32,650 | 32,650 | |
| Expenditures | | | |
| Transfer to Sewer or Wat*DEFAULT | (32,650) | (32,650) | |
| | (32,650) | (32,650) | |
| Net | 0 | | |

Plan Requests

| | | | |
|-------------------|---|---------------------|-------------------------|
| Request | IPPW.2019.017 Backflow Prevention Funding Adjustment (water) | | |
| Department | Integrated Planning & Public Works | Prepared By | Roy Garbotz |
| Division | City Utilities | Phone Number | 519-886-2310 |
| Section | Water | Email | Roy.Garbotz@waterloo.ca |
| | | Date | June 29, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to increase the year end adjustment Water Services (in the City Utilities division) contributes under the Backflow Prevention program. Water Services covers the cost of the Backflow Prevention operations, net of any revenue it receives from fees collected, as Backflow Prevention helps preserve water quality. Historically, the fees collected by Backflow Prevention have been below budget, so Water Services has been contributing a higher amount than originally forecasted. This request reduces the revenue budget for the Backflow Prevention and brings the budgeted funding from Water Services in line with actual transfers seen over the past few years.

Strategic Plan Link Environmental Leadership

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$72,751 increase of ongoing funding in 2019 for Backflow Prevention within the City Utilities division in the IPPW department.

| Request | | | |
|--|----------|--------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Backflow Prevention Revenue | 72,751 | 72,751 | |
| Contrib fr Util to E*Backflow Prevention | (42,000) | (42,000) | |
| | 30,751 | 30,751 | |
| Expenditures | | | |
| Contrib to Environm*Backflow | 42,000 | 42,000 | |
| Transfer to Sewer or Wat*DEFAULT | (72,751) | (72,751) | |
| | (30,751) | (30,751) | |
| Net | 0 | | |

Plan Requests

| | | | |
|-------------------|---|---------------------|-------------------------------|
| Request | CAO.2019.004 Parking Permit Revenue Increase | | |
| Department | Office of the Chief Administrative Officer | Prepared By | Christine Tettman |
| Division | Economic Development | Phone Number | 519-886-2310 |
| Section | Parking | Email | christine.tettman@waterloo.ca |
| | | Date | July 04, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is for increased permit parking revenue as approved by Waterloo City Council on June 18, 2018 through CAO2018-019 - 2019 Parking Rate Report. For 2019 the monthly parking permit rates increased by 2.5% resulting in a projected permit revenue increase of \$86,695.

Strategic Plan Link Economic Development

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves an \$86,696 increase of ongoing revenue in 2019 for Parking Permit Revenue within the Economic Development division in the CAO department.

| Request | | | |
|----------------------------------|----------|-----------------|------------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Charge Parking Permits*DEFAULT | (86,695) | (86,695) | |
| | (86,695) | (86,695) | |
| Expenditures | | | |
| Trfr to Parking Res Fund*DEFAULT | 86,695 | 86,695 | |
| | 86,695 | 86,695 | |
| Net | 0 | | |

Plan Requests

| | | | |
|-------------------|---|---------------------|-------------------------------|
| Request | CAO.2019.006 Parking Hourly Revenue Increase | | |
| Department | Office of the Chief Administrative Officer | Prepared By | Christine Tettman |
| Division | Economic Development | Phone Number | 519-886-2310 |
| Section | Parking | Email | Christine.Tettman@waterloo.ca |
| | | Date | July 04, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is for increased hourly parking revenue as approved by Waterloo City Council on June 18, 2018 through CAO2018-019 - 2019 Parking Rate Report. For 2019 the hourly parking rates increased by \$0.25 resulting in a projected hourly revenue increase of \$17,830.

Strategic Plan Link Economic Development

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actual's to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$17,830 increase of ongoing revenue in 2019 for Parking Hourly Revenue within the Economic Development division in the CAO department.

| Request | | | |
|----------------------------------|-----------------|-----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Meter Parking*DEFAULT PROGRAM | (17,830) | (17,830) | |
| | <u>(17,830)</u> | <u>(17,830)</u> | |
| Expenditures | | | |
| Trfr to Parking Res Fund*DEFAULT | 17,830 | 17,830 | |
| | <u>17,830</u> | <u>17,830</u> | |
| Net | | 0 | |

Plan Requests

| | | | |
|-------------------|---|---------------------|----------------------------|
| Request | IPPW.2019.023 Building Permits - Increased Revenue | | |
| Department | Integrated Planning & Public Works | Prepared By | Ralph Kaminski |
| Division | Building Standards | Phone Number | 519-747-8782 |
| Section | Building Standards | Email | ralph.kaminski@waterloo.ca |
| | | Date | July 04, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is for increased Building permit revenue. Based on review of future projects, we are anticipating higher revenue than previously forecasted. For 2019 the Building permit revenue budget is projected to increase by \$199,046.

Strategic Plan Link Infrastructure Renewal

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$199,046 increase of ongoing revenue in 2019 for Building Permit Revenue within the Building Standards division in the IPPW department.

| | | Request | |
|-----------------------------|-----------|--------------------|-----------------|
| | | Total | 2019 Ongoing |
| | | . 2019 One Time | |
| Revenue | | | |
| Building Permits*DEFAULT | (199,046) | (199,046) | |
| Trf frm Bld Permit Res Fund | 199,046 | 199,046 | |
| | 0 | 0 | |
| Net | | 0 | |

Plan Requests

| | | | |
|-------------------|---|---------------------|---------------------------|
| Request | COMM.2019.012 Expense Reduction in Rental Housing Enterprise | Prepared By | Shayne Turner |
| Department | Community Services | Phone Number | 519-747-8783 |
| Division | Municipal Enforcement | Email | shayne.turner@waterloo.ca |
| Section | Rental Housing | Date | July 06, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to reduce operating expenses related to legal services and administrative monetary penalties within the Rental Housing Enterprise.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

Not accepting this request will result in inaccurate budget forecasting.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves an \$110,000 reduction of ongoing funding in 2019 for expense reductions within the Municipal Enforcement division in the Community Services department.

| Request | | | |
|-----------------------------------|----------|--------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Legal Prosecution*DEFAULT | (80,000) | (80,000) | |
| Other Consulting Fees*DEFAULT | (30,000) | (30,000) | |
| Trf to Rental Housing Res*DEFAULT | 110,000 | 110,000 | |
| | 0 | 0 | |
| Net | | 0 | |

Plan Requests

Request CAO.2019.003 Parking Property Tax Increase
Department Office of the Chief Administrative Officer Prepared By Christine Tettman
Division Economic Development Phone Number 519-886-2310
Section Parking Email christine.tettman@waterloo.ca
 Date July 03, 2018
Version Council Approved **Budget Year** 2019

Description of Request:
 This request is for increased funding for property taxes to bring the budget in line with actual costs. For 2019 the Parking property tax budget increase is \$40,000.

Strategic Plan Link Economic Development

Describe the risks related to this request if denied or deferred (likelihood and impact):
 The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:
 The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:
 That Council approves a \$40,000 increase of ongoing funding in 2019 for Parking Property Tax within the Economic Development division in the CAO department.

| Request | | | |
|----------------------------------|----------|--------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Property Tax*DEFAULT PROGRAM | 40,000 | 40,000 | |
| Trfr to Parking Res Fund*DEFAULT | (40,000) | (40,000) | |
| | 0 | 0 | |
| Net | | 0 | |

Plan Requests

| | | | |
|-------------------|--|---------------------|-------------------------------|
| Request | CAO.2019.005 Parking Lot Lighting | Prepared By | Christine Tettman |
| Department | Office of the Chief Administrative Officer | Phone Number | 519-886-2310 |
| Division | Economic Development | Email | christine.tettman@waterloo.ca |
| Section | Parking | Date | July 03, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to increase the budget for parking lot lighting to bring the budget in line with actual costs. For 2019 the Parking lot lighting budget increase is \$10,000.

Strategic Plan Link Economic Development

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$10,000 increase of ongoing funding in 2019 for Parking Lot Lighting within the Economic Development division in the CAO department.

| Request | | | |
|----------------------------------|----------|--------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Utilities-Electricity &*DEFAULT | 10,000 | 10,000 | |
| Trfr to Parking Res Fund*DEFAULT | (10,000) | (10,000) | |
| | 0 | 0 | |
| Net | | 0 | |

Plan Requests

| | | | |
|-------------------|--|---------------------|-------------------------------|
| Request | CAO.2019.007 Parking Parkade Security Services Increase | | |
| Department | Office of the Chief Administrative Officer | Prepared By | Christine Tettman |
| Division | Economic Development | Phone Number | 519-886-2310 |
| Section | Parking | Email | Christine.Tettman@waterloo.ca |
| | | Date | July 04, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is for increased funding for Parkade security services to bring the budget in line with actual costs. For 2019 the Parkade security service budget increase is \$20,000. This increase will be funded 1/3 by the City and 2/3 by the Region of Waterloo as per the current City/Region Parkade agreement.

Strategic Plan Link Economic Development

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$20,000 increase of ongoing funding in 2019 for Parkade Security Services within the Economic Development division in the CAO department.

| Request | | | |
|----------------------------------|----------|--------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Parkade Security Service*DEFAULT | 20,000 | 20,000 | |
| Trfr to Parking Res Fund*DEFAULT | (20,000) | (20,000) | |
| | 0 | 0 | |
| Net | | 0 | |

Plan Requests

Request CAO.2019.011 Parking HonkMobile Revenue and Expense Increase
Department Office of the Chief Administrative Officer Prepared By Christine Tettman
Division Economic Development Phone Number 519-886-2310
Section Parking Email christine.tettman@waterloo.ca
 Date July 04, 2018
Version Council Approved **Budget Year** 2019

Description of Request:
 This request is for increased HonkMobile parking hourly revenue as approved by Waterloo City Council on July 24, 2017 through CAO2017-018 Longer Stay Paid Parking report. For 2019 the projected hourly revenue budget is \$10,000. This request is also for increased operating expenses for the software as a service provided by HonkMobile and approved by Council through CAO2017-018. The 2019 operating expense budget is \$10,000.

Strategic Plan Link Economic Development

Describe the risks related to this request if denied or deferred (likelihood and impact):
 The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:
 The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:
 That Council approves a \$10,000 increase of ongoing revenue in 2019 for HonkMobile Revenue and a \$10,000 increase of ongoing funding for HonkMobile Expense within the Economic Development division in the CAO department.

| Request | | | |
|---------------------------|-----------------|-----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Meter Parking*Honk Mobile | (10,000) | (10,000) | |
| | <u>(10,000)</u> | <u>(10,000)</u> | |
| Expenditures | | | |
| Software*Honk Mobile | 10,000 | 10,000 | |
| | <u>10,000</u> | <u>10,000</u> | |
| Net | | 0 | |

Plan Requests

| | | | |
|-------------------|---|---------------------|-------------------------------|
| Request | CAO.2019.022 Parking Lot Oil and Grit Separator Cleaning | | |
| Department | Office of the Chief Administrative Officer | Prepared By | Christine Tettman |
| Division | Economic Development | Phone Number | 519-886-2310 |
| Section | Parking | Email | christine.tettman@waterloo.ca |
| | | Date | July 13, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to budget funding for parking lot oil and grit separator cleaning. This work is anticipated to be required every 1-2 years. For 2019 the funding requested is \$2,000.

Strategic Plan Link Environmental Leadership

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will contribute to a budget deficit/pressure in the division's area.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$2,000 increase of ongoing funding in 2019 for Oil and Grit Separator Cleaning within the Economic Development division in the CAO department.

| Request | | | |
|-------------------------------------|---------|--------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Expenditures | | | |
| Miscellaneous Exp*SWM Mtce Existing | 2,000 | 2,000 | |
| Trfr to Parking Res Fund*DEFAULT | (2,000) | (2,000) | |
| | 0 | 0 | |
| Net | | 0 | |

Plan Requests

| | | | |
|-------------------|---|---------------------|--------------------------|
| Request | COMM.2019.002 Rental Housing Overhead Increase | | |
| Department | Community Services | Prepared By | Shamir Mehta |
| Division | Municipal Enforcement | Phone Number | 519-747-8557 |
| Section | Rental Housing | Email | shamir.mehta@waterloo.ca |
| | | Date | June 28, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:
 Incremental increase in overhead as per the revised corporate model.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):
 The denial or deferral of this request will mean that the rental housing enterprise is not paying their appropriate share of corporate overhead.

What are the desired outcomes and how will the outcome be measured:
 The desired outcome is to ensure that all enterprises are contributing to overhead expenditures as per the corporate model.

Recommendations:
 That Council approves a \$20,000 increase of ongoing funding in 2019 for overhead realignment within the Municipal Enforcement division in the Community Services department. This increase is offset with reduced contributions from other city enterprises resulting in a net zero impact.

| Request | | | |
|-----------------------------------|----------------|----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Trf frm Bld Permit Res Fund | 5,000 | 5,000 | |
| | <u>5,000</u> | <u>5,000</u> | |
| Expenditures | | | |
| General Government Overh*DEFAULT | 5,000 | 5,000 | |
| OH-Contribution to Op Bu*DEFAULT | (5,000) | (5,000) | |
| Transfer to Sewer or Wat*DEFAULT | 15,000 | 15,000 | |
| Trf to Rental Housing Res*DEFAULT | (20,000) | (20,000) | |
| | <u>(5,000)</u> | <u>(5,000)</u> | |
| Net | | 0 | |

Plan Requests

| | | | |
|-------------------|--|---------------------|--------------------------|
| Request | COMM.2019.004 Rental Housing Overhead Realignment | Prepared By | Shamir Mehta |
| Department | Community Services | Phone Number | 519-747-8557 |
| Division | Municipal Enforcement | Email | Shamir.Mehta@waterloo.ca |
| Section | Rental Housing | Date | June 28, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

This request is to realign rental housing overhead charges between IMTS - Rental housing to IMTS - Consulting and Technical Support and does not impact the tax base. This change will allocate IMTS overhead expense directly to the Municipal Enforcement Rental Housing division and increase corporate overhead revenue as the offsetting entry.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

The denial or deferral of this request will cause a double count of expenditure in the rental housing program.

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit.

Recommendations:

That Council approves a \$55,105 increase of ongoing funding in 2019 for overhead realignment within the Municipal Enforcement division in the Community Services department, with an offsetting increase of \$55,105 in ongoing revenue in 2019 for overhead realignment within the Corporate Transactions department.

| Request | | | |
|----------------------------------|-----------------|-----------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| General Government OH | (55,105) | (55,105) | |
| | <u>(55,105)</u> | <u>(55,105)</u> | |
| Expenditures | | | |
| General Government Overh*DEFAULT | 55,105 | 55,105 | |
| | <u>55,105</u> | <u>55,105</u> | |
| Net | | 0 | |

Plan Requests

| | | | |
|-------------------|--|---------------------|----------------------------|
| Request | IPPW.2019.022 Junior Technology Administrator | | |
| Department | Integrated Planning & Public Works | Prepared By | Ralph Kaminski |
| Division | Building Standards | Phone Number | 519-747-8782 |
| Section | Building Standards | Email | ralph.kaminski@waterloo.ca |
| | | Date | July 04, 2018 |
| Version | Council Approved | Budget Year | 2019 |

Description of Request:

As Building Standards advances with e-permitting the demands on technology support are increasing. We have reached capacity with current staff and need to bring on a Junior Technology Administrator to keep pace with increased permit volumes.

Strategic Plan Link Corporate Excellence

Describe the risks related to this request if denied or deferred (likelihood and impact):

Denial or deferral of this request will limit the division's capacity to increase services and expand programs

What are the desired outcomes and how will the outcome be measured:

The desired outcome is to align the operating budget with actuals to allow for a more accurate projection of an operating surplus/deficit. The operating budget is monitored on a monthly basis and reported quarterly.

Recommendations:

That Council approves a \$79,045 increase of ongoing funding in 2019 for Junior Technology Administrator within the Building Standards division in the IPPW department.

| Request | | | |
|-----------------------------|----------|--------------|---------------|
| | Total | 2019 Ongoing | 2019 One Time |
| Revenue | | | |
| Trf frm Bld Permit Res Fund | (78,892) | (78,892) | |
| | (78,892) | (78,892) | |
| Expenditures | | | |
| Salary-Full Time*DEFAULT | 60,811 | 60,811 | |
| Benefits*DEFAULT PROGRAM | 18,081 | 18,081 | |
| | 78,892 | 78,892 | |
| Net | 0 | | |