

## **Budget Requests – Base Budget**

**B1-B75**

This material is available in alternative accessible format upon request. Please contact Heather Lagonia, [Heather.Lagonia@waterloo.ca](mailto:Heather.Lagonia@waterloo.ca), 519-747-8774 or TTY 1-866-786-3941 a minimum of 7-10 business days before it is required.

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Plan Requests

**Request** CAO.2020.012 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** Arts & Culture Email Justin.MdFadden@waterloo.ca  
 Date December 09, 2019  
**Version** Council Approved **Budget Year** 2020

**Description of Request:**  
 On June 17, 2019 Council approved CAO2019-020 Office of the CAO (Economic Development & Legal Services) 2020-2022 Fees and Charges Updates. This request is to increase the revenue budget associated with the increase to Economic Development fees and charges (special events, public square rentals and equipment rentals) as outlined in the report.

**Strategic Plan Link** Economic growth & development

**Describe the risks related to this request if denied or deferred (likelihood and impact):**  
 If the Economic Development fees and charges revenue budget is not adjusted, it will be a lost opportunity, as the excess income generated cannot be relied upon to offset other expenses. Ultimately the lost opportunity would result in either fewer initiatives being addressed or an unnecessarily higher tax increase.

**What are the desired outcomes of this request being approved?**  
 The desired outcome is to address initiatives in the budget, while minimizing tax increases through other sustainable revenues.

**Recommendations:**  
 That Council approves a \$1,000 increase of ongoing revenue in 2020, a \$1,000 increase of ongoing revenue in 2021 and a \$1,000 increase of ongoing revenue in 2022 for Economic Development Fees and Charges Revenue within the Economic Development division in the CAO department.

		Request						
		Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>								
	Special Events	(3,000)	(1,000)		(1,000)		(1,000)	
		(3,000)	(1,000)		(1,000)		(1,000)	
	<b>Net</b>	<b>(3,000)</b>	<b>(1,000)</b>		<b>(1,000)</b>		<b>(1,000)</b>	

Plan Requests

**Request** CAO.2020.014 Municipal Accommodation Tax (Hotel Tax) Revenue  
**Department** Office of the Chief Administrative Officer Prepared By Justin McFadden  
**Division** Economic Development Phone Number 519-747-8539  
**Section** Ec.Dev. Director Office Email Justin.McFadden@waterloo.ca  
 Date December 09, 2019  
**Version** Council Approved **Budget Year** 2020

**Description of Request:**  
 On April 15, 2019 Council approved CAO2019-014 establishing a mandatory 4% Municipal Accommodation Tax (MAT) for hotels in the City of Waterloo effective July 1st, 2019. It is estimated that the MAT will generate at least \$250,000 in new revenue for the city. This revenue will be offset with a MAT proposed spending plan. In accordance with the reserve policy, that any MAT surpluses will be transferred to the Economic Development Reserve-MAT program at year-end and then be available for future permitted opportunities.

**Strategic Plan Link** Economic growth & development

**Describe the risks related to this request if denied or deferred (likelihood and impact):**  
 If the MAT revenue budget is not created, it will be a lost opportunity, as this new funding source cannot be relied upon to offset other proposed Tourism, Arts & Culture, Festivals, Event Bids, and Marketing expenses.

**What are the desired outcomes of this request being approved?**  
 The desired outcome is to address Tourism, Arts & Culture, Festivals and Event Bids initiatives in the budget, while minimizing tax increases through other sustainable revenues sources such as the MAT.

**Recommendations:**  
 That Council approves a \$250,000 increase of ongoing revenue in 2020 for Municipal Accommodation Tax (Hotel Tax) Revenue within the Economic Development division in the CAO department.

		Request						
		Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>								
	Fees*Hotel Tax (MAT)	(250,000)	(250,000)					
		(250,000)	(250,000)					
	<b>Net</b>	<b>(250,000)</b>	<b>(250,000)</b>					

Plan Requests

**Request** CAO.2020.018 Carnegie Library Lease Revenue  
**Department** Office of the Chief Administrative Officer Prepared By Justin McFadden  
**Division** Economic Development Phone Number 519-747-8539  
**Section** Expansion & Retention Email justin.mcfadden@waterloo.ca  
 Date December 09, 2019  
**Version** Council Approved **Budget Year** 2020

**Description of Request:**  
 This request is to create a lease revenue budget for the Carnegie Library Facility in 2022 once the building has been renovated to create an urban office environment. The vacant Carnegie Library, located at 40 Albert Street, was built in 1903 and is a heritage building. The intent of this project will be to bring the building back, where possible and financially feasible, to its original state. Maintaining the heritage integrity of the building is paramount for this project. Once the construction is complete, the city will look to enter into a long term lease with potential tenant(s) at near market lease rates, estimated to generate \$50,000 annually.

**Strategic Plan Link** Economic growth & development

**Describe the risks related to this request if denied or deferred (likelihood and impact):**  
 If the Carnegie Library lease revenue budget is not incorporated, it will be a lost opportunity, as the excess income generated cannot be relied upon to offset other expenses. Ultimately the lost opportunity would result in either fewer initiatives being addressed or an unnecessarily higher tax increase.

**What are the desired outcomes of this request being approved?**  
 The desired outcome is to address initiatives in the budget, while minimizing tax increases through other sustainable revenue sources.

**Recommendations:**  
 That Council approves a \$50,000 increase of ongoing revenue in 2022 for Carnegie Library Lease Revenue within the Facilities & Design Management division in the Community Services department.

		Request						
		Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Revenue</b>								
	Rent-Municipal Property	(50,000)					(50,000)	
		(50,000)					(50,000)	
	<b>Net</b>	<b>(50,000)</b>					<b>(50,000)</b>	

Plan Requests

<b>Request</b>	<b>COMM.2020.011 Environment &amp; Parks Revenue Increases</b>		
<b>Department</b>	Community Services	<b>Prepared By</b>	Jeff Silcox-Childs
<b>Division</b>	Environment & Parks	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Waterloo Park	<b>Email</b>	jeff.silcox-childs@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**  
 Council has approved various fee increases based on inflation for Environment and Parks Services through staff report COMM2019-023. This request is to increase the revenue budget for these fees in both the Horticulture and Waterloo Park sections beginning in 2020, as well as subsequent incremental increases in 2021 and 2022.

**Strategic Plan Link**      Healthy community & resilient neighbourhoods

**Describe the risks related to this request if denied or deferred (likelihood and impact):**  
 If the Environment & Parks fees and charges revenue budget is not adjusted, it will be a lost opportunity, as the excess income generated cannot be relied upon to offset other expenses. Ultimately the lost opportunity would result in either fewer initiative being addressed or an unnecessarily higher tax increase.

**What are the desired outcomes of this request being approved?**  
 The desired outcome is to address initiatives in the budget, while minimizing tax increases through other sustainable revenue sources.

**Recommendations:**  
 That Council approves a \$6,000 increase of ongoing revenue in 2020, a \$5,000 increase of ongoing revenue in 2021 and a \$4,000 increase of ongoing revenue in 2022 for increase in revenues within the Environment and Parks Services division in the Community Services department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>							
Miscellaneous Revenue	(7,000)	(3,000)		(2,000)		(2,000)	
Hospitality/Picnic Shelter	(8,000)	(3,000)		(3,000)		(2,000)	
	(15,000)	(6,000)		(5,000)		(4,000)	
<b>Net</b>	<b>(15,000)</b>	<b>(6,000)</b>		<b>(5,000)</b>		<b>(4,000)</b>	

Plan Requests

<b>Request</b>	<b>COMM.2020.020 Municipal Enforcement Revenue Adjustments</b>		
<b>Department</b>	Community Services	<b>Prepared By</b>	Shayne Turner
<b>Division</b>	Municipal Enforcement	<b>Phone Number</b>	519-747-8783
<b>Section</b>	Licensing	<b>Email</b>	shayne.turner@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

This budget request is to establish an expense and revenue budget for property standards enforcement, a revenue budget for regional road recoveries for keeping roads free from debris and revenue budget increases as a result of fee increases in 2020 to 2022 outlined in report COM2019-023.

**Strategic Plan Link**      Healthy community & resilient neighbourhoods

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

Denial or deferral of this request would not allow the city to align expenses and revenue correctly for the property standards program and would not allow the implementation of base fee increases outlined in COM2019-023.

**What are the desired outcomes of this request being approved?**

The desired outcome is for budgets to be established for property standards enforcement and regional road recoveries and to collect increased revenues for the dog licensing program.

**Recommendations:**

That Council approves a \$85,000 increase of ongoing funding and a \$108,600 increase of ongoing revenue in 2020, \$10,000 increase of ongoing funding and a \$12,200 increase of ongoing revenue in 2021, \$5,000 increase of ongoing funding and a \$7,200 increase of ongoing revenue in 2022 for budget true-ups and fee increases within the Municipal Enforcement division in the Community Services department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>							
Dog Licenses	(6,500)	(2,100)		(2,200)		(2,200)	
Misc.Construction-Charge	(100,000)	(85,000)		(10,000)		(5,000)	
Administration Fee	(12,000)	(12,000)					
Recoveries-Regional Road	(9,500)	(9,500)					
	<u>(128,000)</u>	<u>(108,600)</u>		<u>(12,200)</u>		<u>(7,200)</u>	
<b>Expenditures</b>							
Property Standards	100,000	85,000		10,000		5,000	
	<u>100,000</u>	<u>85,000</u>		<u>10,000</u>		<u>5,000</u>	
<b>Net</b>	<b>(28,000)</b>	<b>(23,600)</b>		<b>(2,200)</b>		<b>(2,200)</b>	

Plan Requests

<b>Request</b>	<b>COMM.2020.024 Administrative Monetary Penalties Program</b>		
<b>Department</b>	Community Services	<b>Prepared By</b>	Shayne Turner
<b>Division</b>	Municipal Enforcement	<b>Phone Number</b>	519-747-8783
<b>Section</b>	Compliance & Standards	<b>Email</b>	shayne.turner@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

The Administrative Monetary Penalties System (AMPS) was implemented on June 3, 2019 as per report COM2019-015. The AMPS program has allowed the city to transition the adjudication of parking tickets away from the traditional court system under the POA to an Administrative Monetary Penalty System as provided for in the Municipal Act, 2001. The AMPS program will provide for the same open, transparent and objective process as is currently in place with the POA system, maintaining the fundamental principles of open court and due process. This change will redirect revenues from the region and the province to the city. Part of this additional revenue is being used to offset general municipal enforcement program pressures.

**Strategic Plan Link**      Supporting the Strategic Plan

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

The risk of denial or deferral of this request will result in a re-examination of the AMPS program and reverse changes to the associated by-laws affected by this change as noted in COM2019-015.

**What are the desired outcomes of this request being approved?**

To implement the AMPS program as outlined in the staff report COM2019-015.

**Recommendations:**

That Council approves a \$178,000 increase of ongoing funding and a \$198,800 increase of ongoing revenue in 2020, a \$47,000 increase of ongoing revenue in 2021, \$59,000 increase of ongoing revenue in 2022 for the AMPS program within the Municipal Enforcement division in the Community Services department.

	Request						
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>							
Plate Denial * AMPS	(20,300)	(7,600)		(5,600)		(7,100)	
Late Fee * AMPS	(166,400)	(86,800)		(35,300)		(44,300)	
Plate Search-Parking Tickets * AMPS	(116,700)	(103,900)		(5,700)		(7,100)	
Hearing and Non-Appearance Fee *	(1,400)	(500)		(400)		(500)	
	<u>(304,800)</u>	<u>(198,800)</u>		<u>(47,000)</u>		<u>(59,000)</u>	
<b>Expenditures</b>							
Safety Training	5,000	5,000					
Employee Recognition Exp	1,000	1,000					
Training & Conferences	1,600	1,600					
Communications	14,700	14,700					
Software Mtc Contracts	1,000	1,000					
Copy	1,000	1,000					
Printing & Stationery	3,000	3,000					
Postage	1,600	1,600					
Courier	1,400	1,400					
Office Supplies	4,000	4,000					
Field Supplies	3,000	3,000					
Uniforms	1,000	1,000					
Advertising-Newspaper	5,000	5,000					
Meeting Expense	1,500	1,500					
Miscellaneous Expenditure	8,900	8,900					
Special Events Expense	20,000	20,000					

Plan Requests

<b>Request</b>	<b>COMM.2020.024 Administrative Monetary Penalties Program</b>	<b>Prepared By</b>	Shayne Turner
<b>Department</b>	Community Services	<b>Phone Number</b>	519-747-8783
<b>Division</b>	Municipal Enforcement	<b>Email</b>	shayne.turner@waterloo.ca
<b>Section</b>	Compliance & Standards	<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

Expenditures

Parking Adjudication * AMPS	8,000	8,000		
Plate Search-Parking Tickets * AMPS	96,300	96,300		
	178,000	178,000		
<b>Net</b>	<b>(126,800)</b>	<b>(20,800)</b>	<b>(47,000)</b>	<b>(59,000)</b>



Plan Requests

<b>Request</b>	<b>COMM.2020.008 Recreation Services Fees &amp; Charges Rate Increases</b>		
<b>Department</b>	Community Services	<b>Prepared By</b>	Leta Campbell
<b>Division</b>	Recreation Services	<b>Phone Number</b>	519-884-5363
<b>Section</b>	RIM Park	<b>Email</b>	Leta.Campbell@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

As approved by Council on June 17, 2019 via COM2019-023, this request is to increase Recreation Service and Community Programming revenue as a result of inflationary and other increases to fees and charges by a net \$65,400 in 2020, \$67,600 in 2021, and \$60,800 in 2022. This budget request is the net of all estimated impacts associated with the increased fees based on expected usage rates, current policies, current contracts, and also encompasses the associated increases in the facility rental discounts budget and bank service charges budget.

**Strategic Plan Link** Healthy community & resilient neighbourhoods

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

If the Recreation Services fees and charges revenue and other associated budgets are not adjusted, it will be a lost opportunity, as the excess net income generated cannot be relied upon to offset other expenses. Ultimately the lost opportunity would result in either fewer initiatives being addressed or an unnecessarily higher tax increase.

**What are the desired outcomes of this request being approved?**

The desired outcome is to address initiatives in the budget, while minimizing tax increases through other sustainable revenues.

**Recommendations:**

That Council approves a \$33,823 increase of ongoing funding and a \$99,223 increase of ongoing revenue in 2020, \$34,353 increase of ongoing funding and a \$101,953 increase of ongoing revenue in 2021, \$34,359 increase of ongoing funding and a \$95,159 increase of ongoing revenue in 2022 for fees & charges rate increases within the Recreation Services division in the Community Services department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>							
Fees*Co-ed 5-A-Side Indoor Soccer	(19,584)	(13,980)		(1,806)		(3,798)	
Fees*Co-ed Indoor Volleyball League	(1,253)	(425)		(394)		(434)	
Fees*Adult Co-ed Ultimate Frisbee	(1,787)	(503)		(755)		(529)	
Fees*Adult Indoor Soccer (25+)	(2,472)	(834)		(640)		(998)	
Fees*Adult Basketball League	(2,131)	(535)		(1,039)		(557)	
Fees*Adult Rec. Ice Hockey	(12,396)	(3,959)		(3,000)		(5,437)	
Fees*Men's Rec Ball (Floor) Hockey	(958)	(315)		(315)		(328)	
Fees*Men's Slo-Pitch	(2,969)			(2,969)			
Fees*Co-ed Slo-Pitch	(5,939)			(5,939)			
Fees*Men's 5-A-Side Indoor Soccer	(3,023)	(1,043)		(896)		(1,084)	
Fees*Co-ed Rec 6's Beach Volleyball	(658)			(658)			
Fees*Co-Ed Dodgeball Fall 2005	(150)	(75)				(75)	
Ice Rental	(170,568)	(53,914)		(59,380)		(57,274)	
Ice Rental*Manulife Sports Centre	(13,155)	(4,278)		(4,395)		(4,482)	
Field Rentals	(20,055)	(6,552)		(6,685)		(6,818)	
Bechtel Ball Stadium - Field Rentals	(2,751)	(899)		(917)		(935)	
Bechtel Soccer - Field Rentals	(1,632)	(533)		(544)		(555)	
Lexington Park - Field Rentals	(1,990)	(650)		(663)		(677)	
Hillside Stadium - Field Rentals	(2,821)	(920)		(941)		(960)	
Field House	(12,829)	(4,183)		(4,280)		(4,366)	
Gym	(17,214)	(5,625)		(5,737)		(5,852)	
	<u>(296,335)</u>	<u>(99,223)</u>		<u>(101,953)</u>		<u>(95,159)</u>	

Plan Requests

**Request** COMM.2020.008 Recreation Services Fees & Charges Rate Increases

**Department** Community Services

Prepared By Leta Campbell

**Division** Recreation Services

Phone Number 519-884-5363

**Section** RIM Park

Email Leta.Campbell@waterloo.ca

Date December 09, 2019

**Version** Council Approved

**Budget Year** 2020

**Expenditures**

Software Mtc Contracts	11,934	4,067	3,992	3,875
Facility Rental Discount	90,601	29,756	30,361	30,484
	102,535	33,823	34,353	34,359
<b>Net</b>	<b>(193,800)</b>	<b>(65,400)</b>	<b>(67,600)</b>	<b>(60,800)</b>

Plan Requests

<b>Request</b>	<b>CORP.2020.010 Activity Guide Fee Revenue</b>		
<b>Department</b>	Corporate Services	<b>Prepared By</b>	Tony Iavarone
<b>Division</b>	Communications	<b>Phone Number</b>	519-747-8513
<b>Section</b>	Communications	<b>Email</b>	tony.iavarone@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**  
 On June 17, 2019 Council approved CORP2019-040 Corporate Services 2020-2022 Fees and Charges. This request is to increase the revenue budget associated with the increase to Activity Guide ad fees outlined in the report.

**Strategic Plan Link** Supporting the Strategic Plan

**Describe the risks related to this request if denied or deferred (likelihood and impact):**  
 Denial of this request will mean production cost budgets of the Activity Guide will not be adequately covered by the Guide's revenue budget and may result in an operating budget shortfall.

**What are the desired outcomes of this request being approved?**  
 The desired outcome is to account for the approved rate increase to cover anticipated increases in production costs of the Activity Guide.

**Recommendations:**  
 That Council approves a \$1,000 increase of ongoing revenue in 2021, and a \$2,000 increase of ongoing revenue in 2022 for ad fee increases within the Communications division in the Corporate Services department.

Request							
	Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Revenue</b>							
Advertising * P&A Guide	(3,000)			(1,000)		(2,000)	
	(3,000)			(1,000)		(2,000)	
<b>Net</b>	<b>(3,000)</b>			<b>(1,000)</b>		<b>(2,000)</b>	

Plan Requests

<b>Request</b>	<b>CORP.2020.009 Finance Fees and Charges Revenue</b>		
<b>Department</b>	Corporate Services	<b>Prepared By</b>	Paul Hettinga
<b>Division</b>	Finance	<b>Phone Number</b>	519-747-8765
<b>Section</b>	Revenue & Accounting	<b>Email</b>	paul.hettinga@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**  
 On June 17, 2019 Council approved CORP2019-040 Corporate Services 2020-2022 Fees and Charges. This request is to increase the revenue budget for the inflationary rate increases approved within that report.

**Strategic Plan Link** Supporting the Strategic Plan

**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 would be unnecessarily higher, or would result in fewer initiatives being addressed .

**What are the desired outcomes of this request being approved?**  
 The desired outcome is to align the operating budget to actuals to allow for a more accurate projection of 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 2021, and a \$6,000 increase of ongoing revenue in 2022 for user fee increases within the Finance division in the Corporate Services department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>							
Tax Certificates	(9,000)			(3,000)		(6,000)	
	(9,000)			(3,000)		(6,000)	
<b>Net</b>	<b>(9,000)</b>			<b>(3,000)</b>		<b>(6,000)</b>	

Plan Requests

<b>Request</b>	<b>CORP.2020.011 Corporate Co-op Adjustment and Additional Position</b>		
<b>Department</b>	Corporate Services	<b>Prepared By</b>	Julie Koppeser
<b>Division</b>	Human Resources	<b>Phone Number</b>	519-747-8560
<b>Section</b>	Human Resources	<b>Email</b>	julie.koppeser@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

The corporate co-op budget is no longer in line with the cost for the existing four positions, and the transfer from the Employee Development and Capacity Building Reserve (EMPDV) to offset these positions has also not kept pace with actual costs or inflationary budget increases. This request is to true up both of these budget lines. In addition, a fifth corporate co-op position is requested to be added in 2022, to be funded via an increase in the transfer from the EMPDV reserve. Co-op positions are beneficial as they allow for lower cost temporary staffing to complete specific projects or to bridge temporary gaps in staffing, while providing valuable work experience to students.

**Strategic Plan Link**      Supporting the Strategic Plan

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

Denial or deferral would result in the Human Resources operating budget continuing to be underfunded for the required corporate co-op positions, potentially impacting the ability across the organization to make use of these lower cost positions for various projects or initiatives or to fill temporary staffing gaps.

**What are the desired outcomes of this request being approved?**

The desired outcome is to align the Human Resources operating budget with actual costs to allow for a more accurate projection for surplus/deficit reporting, which in turn informs operational decision making.

**Recommendations:**

That Council approves a \$14,191 increase of ongoing funding and a \$25,269 increase of ongoing revenue in 2020, and a \$14,000 increase of ongoing funding and a \$14,000 increase of ongoing revenue in 2022 for Corporate Co-ops within the Human Resources division in the Corporate Services department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>							
Transfer from EMPDV	(39,269)	(25,269)				(14,000)	
	(39,269)	(25,269)				(14,000)	
<b>Expenditures</b>							
Salary-Part Time*Corporate Co-op	26,891	14,191				12,700	
Benefits*Corporate Co-op Students	1,010					1,010	
Car Allowance*Corporate Co-ops	290					290	
	28,191	14,191				14,000	
<b>Net</b>	<b>(11,078)</b>	<b>(11,078)</b>				<b>0</b>	

Plan Requests

<b>Request</b>	<b>TRAN.2020.001 Increased Investment Income Revenue</b>		
<b>Department</b>	Corporate Transactions	<b>Prepared By</b>	Filipa Reynolds
<b>Division</b>	Other Corp Transactions	<b>Phone Number</b>	519-747-8711
<b>Section</b>	Other Corporate Transactions	<b>Email</b>	Filipa.Reynolds@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

The 2019 investment income budget is \$1,380,033. This request is to increase the budget for investment income by \$300,000. Over the past two years changes to cash management practices have been implemented by maintaining a more optimal cash balance while investing temporary excess funds at higher rates in short-term securities. This improvement has resulted in increased investment income of \$100,000. An additional \$200,000 is a budget true-up based on prior investment income surpluses that are considered sustainable.

**Strategic Plan Link**      Supporting the Strategic Plan

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

If the investment income budget is not adjusted, it will be a lost opportunity, as the excess income generated cannot be relied upon to offset other expenses.

**What are the desired outcomes of this request being approved?**

The desired outcome is to address initiatives in the budget, while minimizing tax increases through other sustainable revenues.

**Recommendations:**

That Council approves a \$300,000 increase of ongoing revenue in 2020 for Investment Income within Corporate Transactions.

		Request						
		Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>								
	Investment Income	(300,000)	(300,000)					
		(300,000)	(300,000)					
	<b>Net</b>	<b>(300,000)</b>	<b>(300,000)</b>					

Plan Requests

<b>Request</b>	<b>TRAN.2020.008 Payment in Lieu Revenue</b>	<b>Prepared By</b>	Paul Hettinga
<b>Department</b>	Corporate Transactions	<b>Phone Number</b>	519-747-8765
<b>Division</b>	Tax	<b>Email</b>	paul.hettinga@waterloo.ca
<b>Section</b>	Taxation	<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

This request is to increase the revenue budget for Payments in Lieu (PILs) which are funds received from other levels of government in lieu of property taxes. Actual revenue from the Region of Waterloo has increased due to the addition of the LRT works yard on Dutton Drive.

**Strategic Plan Link**      Supporting the Strategic Plan

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

If the Payment in Lieu budget is not adjusted, it will be a lost opportunity, as the excess income generated cannot be relied upon to offset other expenses. Ultimately the lost opportunity would result in either fewer initiatives being addressed or an unnecessarily higher tax increase.

**What are the desired outcomes of this request being approved?**

The desired outcome is to address initiatives in the budget, while minimizing tax increases through other sustainable revenues.

**Recommendations:**

That Council approves a \$193,000 increase of ongoing revenue in 2020 for payment in lieu (PILs) within the Corporate Transactions department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
Revenue							
CFN Commerical PIL	(193,000)	(193,000)					
	(193,000)	(193,000)					
<b>Net</b>	<b>(193,000)</b>	<b>(193,000)</b>					

Plan Requests

<b>Request</b>	<b>TRAN.2020.012 Assessment Growth Projection 2020-2022</b>		
<b>Department</b>	Corporate Transactions	<b>Prepared By</b>	Paul Hettinga
<b>Division</b>	Other Corp Transactions	<b>Phone Number</b>	519-747-8765
<b>Section</b>	Other Corporate Transactions	<b>Email</b>	paul.hettinga@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

Each year the City of Waterloo receives new property tax revenue due to increased assessment growth. Based on 2019 assessment growth, the amount for the 2020 budget will be an additional \$1,797,108 in revenue or 2.4% growth. As per the LTFP, the projected assessment growth for 2021 and 2022 will be \$1,100,000 in each of those years, or approximately 1.4% growth. Over the past ten years, assessment growth has varied from 0.9% to a high of 3.9%.

**Strategic Plan Link**      Supporting the Strategic Plan

**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. If the budget is not adjusted, it will be a lost opportunity, as the revenue cannot be relied upon to offset other expenses. Ultimately the lost opportunity would result in either fewer initiatives being addressed or an unnecessarily higher tax increase.

**What are the desired outcomes of this request being approved?**

The tax roll will be reviewed for evidence of growth and the desired outcome is to address initiatives in the budget, while minimizing tax increases through other sustainable revenues, such as assessment growth.

**Recommendations:**

That Council approves an increase of ongoing revenue of \$1,797,108 in 2020, and \$1,100,000 in each 2021 and 2022 for assessment growth within the Corporate Transactions department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>							
Miscellaneous Revenue	(3,997,108)	(1,797,108)		(1,100,000)		(1,100,000)	
	(3,997,108)	(1,797,108)		(1,100,000)		(1,100,000)	
<b>Net</b>	<b>(3,997,108)</b>	<b>(1,797,108)</b>		<b>(1,100,000)</b>		<b>(1,100,000)</b>	



Plan Requests

<b>Request</b>	<b>TRAN.2020.013 Assessment Growth Adjustment for 2018</b>		
<b>Department</b>	Corporate Transactions	<b>Prepared By</b>	Paul Hettinga
<b>Division</b>	Other Corp Transactions	<b>Phone Number</b>	519-747-8765
<b>Section</b>	Other Corporate Transactions	<b>Email</b>	paul.hettinga@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

This request is to decrease the 2020 budget by \$13,812 for an adjustment to the 2018 assessment growth projection. The 2019 budget was approved by Council on Feb. 11, 2019 and at the time, the 2018 assessment value was reported at \$1,088,655 (2019 budget request B9 or TRAN.2019.004). However, when the final 2018 tax roll was completed by MPAC, the amount came in at \$1,075,843 or \$13,812 lower. This amount was approved by Council on Apr. 15, 2019 through CORP2019-020 General Tax Levy report and this request incorporates the adjustment into the budget.

**Strategic Plan Link**      Supporting the Strategic Plan

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

The city's revenue budget will be overstated.

**What are the desired outcomes of this request being approved?**

The 2019 approved general tax levy will be reflected in the budget.

**Recommendations:**

That Council approves a \$13,812 decrease of ongoing revenue in 2020 for assessment growth from 2018 within the Corporate Transactions department.

		Request						
		Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>								
	Miscellaneous Revenue	13,812	13,812					
		13,812	13,812					
	<b>Net</b>	<b>13,812</b>	<b>13,812</b>					

Plan Requests

<b>Request</b>	<b>IPPW.2020.001 Transportation Services Revenue Increases</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Christine Koehler
<b>Division</b>	Transportation	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Traffic Operations	<b>Email</b>	christine.koehler@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**  
 Council has approved various fee increases based on inflation for Transportation Services through staff report IPPW2019-038. This request is to increase the road occupancy permit revenue budget for these fees in the Traffic Operations section beginning in 2020, as well as subsequent incremental increases in 2021 and 2022.

**Strategic Plan Link**      Safe, sustainable transportation

**Describe the risks related to this request if denied or deferred (likelihood and impact):**  
 Without an increase, revenue targets are not accurate and will be understated for the division.

**What are the desired outcomes of this request being approved?**  
 The desired outcome is to address initiatives in the budget, while minimizing tax increases through other sustainable revenue sources.

**Recommendations:**  
 That Council approves a \$4,000 increase of ongoing revenue in 2020, a \$3,000 increase of ongoing revenue in 2021, and a \$3,000 increase of ongoing revenue in 2022 for increase in revenues within the Transportation division in the IPPW department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>							
Fees*Road Occupancy Permit	(10,000)	(4,000)		(3,000)		(3,000)	
	(10,000)	(4,000)		(3,000)		(3,000)	
<b>Net</b>	<b>(10,000)</b>	<b>(4,000)</b>		<b>(3,000)</b>		<b>(3,000)</b>	

Plan Requests

<b>Request</b>	<b>COMM.2020.002 Senior Services (SALC) Revenue Increase</b>	<b>Prepared By</b>	Darcy Drummond
<b>Department</b>	Community Services	<b>Phone Number</b>	519-579-1020
<b>Division</b>	Community Programming & Outreach	<b>Email</b>	Darcy.Drummond@waterloo.ca
<b>Section</b>	Senior Services	<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**  
 Actual registration, other revenues, and grants within the senior active living centres ("SALC") have been consistently greater than budget. The budget should therefore be increased to better reflect the reality of recurring annual revenue surpluses.

**Strategic Plan Link**      Equity, inclusion & a sense of belonging

**Describe the risks related to this request if denied or deferred (likelihood and impact):**  
 If the SALC revenue budget is not adjusted, it will be a lost opportunity, as the excess income generated cannot be relied upon to offset other expenses. Ultimately the lost opportunity would result in either fewer initiatives being addressed or an unnecessarily higher tax increase.

**What are the desired outcomes of this request being approved?**  
 The desired outcome is to address initiatives in the budget, while minimizing tax increases through other sustainable revenues.

**Recommendations:**  
 That Council approves a \$20,000 increase of ongoing revenue in 2020 for increased revenue budgets for senior active living centres within the Community Programming & Outreach Services division in the Community Services department.

		Request						
		Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>								
	Elderly Persons Grant	(5,400)	(5,400)					
	Registration Revenue*Active Living	(14,600)	(14,600)					
		(20,000)	(20,000)					
	<b>Net</b>	<b>(20,000)</b>	<b>(20,000)</b>					

Plan Requests

<b>Request</b>	<b>COMM.2020.003 Facilities Utilities/Energy Savings</b>		
<b>Department</b>	Community Services	<b>Prepared By</b>	Kim Reger
<b>Division</b>	Facility Design & Management Services	<b>Phone Number</b>	519-747-8750
<b>Section</b>	Facilities	<b>Email</b>	kim.reger@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**  
 An in-depth analysis was done on the city's electricity consumption and associated rates and as a result the city is projecting a savings of \$300,000; to be incorporated as a budget expense reduction of \$200,000 in 2021 and \$100,000 in 2022.

**Strategic Plan Link** Sustainability & the environment

**Describe the risks related to this request if denied or deferred (likelihood and impact):**  
 Denial of this request will result in a missed opportunity for the city during the budget process, which could be used to address pressures in other areas.

**What are the desired outcomes of this request being approved?**  
 The desired outcome of this request is to redirect operating budget where it is needed to increase the City's program delivery effectiveness.

**Recommendations:**  
 That Council approves a \$200,000 reduction of ongoing funding in 2021 and a \$100,000 reduction of ongoing funding in 2022 for electricity savings within the Facilities Design and Management division in the Community Services department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Expenditures</b>							
Electricity	(300,000)			(200,000)		(100,000)	
	(300,000)			(200,000)		(100,000)	
<b>Net</b>	<b>(300,000)</b>			<b>(200,000)</b>		<b>(100,000)</b>	

Plan Requests

<b>Request</b>	<b>COMM.2020.004 Streetlight Electricity Savings from LED Implementation</b>		
<b>Department</b>	Community Services	<b>Prepared By</b>	Sunda Siva
<b>Division</b>	Facility Design & Management Services	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Facilities	<b>Email</b>	sunda.siva@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**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. Additional savings have materialized since 2019 budget cycle due primarily to a reduction in cost per kWh.

**Strategic Plan Link** Sustainability & the environment

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

Denial of this request will result in a missed opportunity for the City during the budget process, which could be used to address pressures in other areas.

**What are the desired outcomes of this request being approved?**

The desired outcome of this request is to redirect operating budget where it is needed to increase the City's program delivery effectiveness.

**Recommendations:**

That Council approves a \$83,000 reduction of ongoing funding in 2020 for streetlight electricity within the Facilities Design and Management division in the Community Services department.

		Request						
		Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Expenditures</b>								
	Electricity	(83,000)	(83,000)					
		(83,000)	(83,000)					
	<b>Net</b>	<b>(83,000)</b>	<b>(83,000)</b>					

Plan Requests

<b>Request</b>	<b>TRAN.2020.010 Telephone Contract Savings</b>	<b>Prepared By</b>	Max Min
<b>Department</b>	Corporate Transactions	<b>Phone Number</b>	519-747-8561
<b>Division</b>	Other Corp Transactions	<b>Email</b>	max.min@waterloo.ca
<b>Section</b>	Other Corporate Transactions	<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**  
 IMTS staff worked diligently with the City of Waterloo's telecommunications provider to determine available options for the City's phone plan. These efforts were successful in identifying changes that could be made in the phone plan to reduce the price while maintaining City staff's ability to communicate effectively with each other and with citizens. IMTS implemented these changes, which will result in cost savings due to the lower pricing city-wide.

**Strategic Plan Link**      Supporting the Strategic Plan

**Describe the risks related to this request if denied or deferred (likelihood and impact):**  
 Denial or deferral would result in surpluses in the Communications budgets of the applicable divisions. This may represent a missed opportunity for the City during the budgeting process to incorporate these surpluses so that they can be used to address and alleviate pressures in other areas.

**What are the desired outcomes of this request being approved?**  
 The desired outcome is that the impacts (net surplus) are appropriately incorporated into the budget, providing additional available funding to address other pressures within the City.

**Recommendations:**  
 That Council approves a \$53,087 reduction of ongoing funding in 2020 for reduced phone costs within the various applicable divisions in their respective departments. This will be offset by \$5,085 in enterprise transfers, resulting in net tax base savings of \$48,002.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Expenditures</b>							
Communications	(53,087)	(53,087)					
Transfer to Water/Sewer/SWM Res	5,085	5,085					
	(48,002)	(48,002)					
<b>Net</b>	<b>(48,002)</b>	<b>(48,002)</b>					

Plan Requests

<b>Request</b>	<b>TRAN.2020.009 Vacancy Rebate Program</b>	<b>Prepared By</b>	Paul Hettinga
<b>Department</b>	Corporate Transactions	<b>Phone Number</b>	519-747-8765
<b>Division</b>	Tax	<b>Email</b>	paul.hettinga@waterloo.ca
<b>Section</b>	Taxation	<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

The expenditure budget associated with the Vacancy Rebate Program should be eliminated as the Region has discontinued the program for vacancies commencing in 2019.

**Strategic Plan Link** Supporting the Strategic Plan

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

This is a decrease to the expense target as the Vacancy Rebate Program has been discontinued by the Region. If this budget is not adjusted, it will be a lost opportunity, as the savings generated cannot be relied upon to offset other expenses. Ultimately the lost opportunity would result in either fewer initiatives being addressed or an unnecessarily higher tax increase.

**What are the desired outcomes of this request being approved?**

The desired outcome is to address initiatives in the budget, while minimizing tax increases through other sustainable expense reductions.

**Recommendations:**

That Council approves a \$160,000 reduction of ongoing funding in 2020 for the vacancy rebate program within the Corporate Transactions department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Expenditures</b>							
Vacancy Rebate Program	(160,000)	(160,000)					
	(160,000)	(160,000)					
<b>Net</b>	<b>(160,000)</b>	<b>(160,000)</b>					

Plan Requests

<b>Request</b>	<b>TRAN.2020.011 Increased Capital Overhead Recovery Revenue</b>		
<b>Department</b>	Corporate Transactions	<b>Prepared By</b>	Brad Witzel
<b>Division</b>	Other Corp Transactions	<b>Phone Number</b>	519-747-6075
<b>Section</b>	Other Corporate Transactions	<b>Email</b>	brad.witzel@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

This request is to increase the Capital Overhead Recovery Revenue budget by \$100,000 in 2020 and an additional \$150,000 in 2021 and 2022. The 2019 budget is \$845,940. As per report CORP2019-025 Council approved changes to the Capital Overhead Policy FC-018. For the 2020-2022 capital budget a flat capital overhead rate of 4% has been applied to applicable projects, reimbursing the operating budget for internal resource support required to manage capital projects. The 2020-2022 increase is driven by the new flat 4% overhead rate combined with an existing historical budget surplus.

**Strategic Plan Link** Supporting the Strategic Plan

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

If the capital overhead recovery revenue budget is not adjusted, it will be a lost opportunity, as the excess recovery cannot be relied upon to offset other expenses. Ultimately the lost opportunity would result in either fewer initiatives being addressed or an unnecessarily higher tax increase.

**What are the desired outcomes of this request being approved?**

The desired outcome is to address initiatives in the budget, while minimizing tax increases through other sustainable revenues.

**Recommendations:**

That Council approves a \$100,000 increase of ongoing revenue in 2020, a \$150,000 increase of ongoing revenue in 2021 and a \$150,000 increase of ongoing revenue in 2022 for Capital Overhead Recovery Revenue within Corporate Transactions.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>							
Capital Project Overhead	(400,000)	(100,000)		(150,000)		(150,000)	
	(400,000)	(100,000)		(150,000)		(150,000)	
<b>Net</b>	<b>(400,000)</b>	<b>(100,000)</b>		<b>(150,000)</b>		<b>(150,000)</b>	



Plan Requests

<b>Request</b>	<b>CAO.2020.005 SWR evolGREEN Funding Support</b>		
<b>Department</b>	Office of the Chief Administrative Officer	<b>Prepared By</b>	Justin McFadden
<b>Division</b>	Economic Development	<b>Phone Number</b>	519-747-8539
<b>Section</b>	Ec.Dev. Director Office	<b>Email</b>	Justin.McFadden@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**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 \$55,000 in 2019 and \$135,000 in 2020-2022 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 2020-2022 funding support of \$45,000 per year as per CAO2018-020.

**Strategic Plan Link** Sustainability & the environment

**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 of this request being approved?**

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 \$45,000 increase of one-time funding in 2020, a \$45,000 increase of one-time funding in 2021 and a \$45,000 increase of one-time funding in 2022 for SWR evolGREEN within the Economic Development division in the CAO department.

Request							
	Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Revenue</b>							
Trf from Economic Dev Res	(135,000)		(45,000)		(45,000)		(45,000)
	(135,000)		(45,000)		(45,000)		(45,000)
<b>Expenditures</b>							
SWR evolGREEN	135,000		45,000		45,000		45,000
	135,000		45,000		45,000		45,000
<b>Net</b>			<b>0</b>		<b>0</b>		<b>0</b>

Plan Requests

<b>Request</b>	TRAN.2020.007 In Camera	<b>Prepared By</b>	Dean Vieira
<b>Department</b>	Corporate Transactions	<b>Phone Number</b>	519-747-8779
<b>Division</b>	Other Corp Transactions	<b>Email</b>	dean.vieira@waterloo.ca
<b>Section</b>	Other Corporate Transactions	<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

**Strategic Plan Link**      Supporting the Strategic Plan

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

**What are the desired outcomes of this request being approved?**

**Recommendations:**

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Expenditures</b>							
Miscellaneous Expenditure	4,939,582	1,880,044		1,513,305		1,546,233	
	4,939,582	1,880,044		1,513,305		1,546,233	
<b>Net</b>	<b>4,939,582</b>	<b>1,880,044</b>		<b>1,513,305</b>		<b>1,546,233</b>	

Plan Requests

<b>Request</b>	<b>TRAN.2020.014 Contrib. to CRF and CIRRF from Assessment Growth</b>		
<b>Department</b>	Corporate Transactions	<b>Prepared By</b>	Filipa Reynolds
<b>Division</b>	Other Corp Transactions	<b>Phone Number</b>	519-747-8711
<b>Section</b>	Other Corporate Transactions	<b>Email</b>	filipa.reynolds@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

As per Council policy (FC-013), this request is to transfer 10% of budgeted assessment growth to the Capital Reserve Fund (CRF) and 30% to the Capital Infrastructure Reinvestment Reserve Fund (CIRRF) for the years 2020-2022. As outlined in budget request TRAN.2020.012, the projected Assessment Growth for the 2020 budget is \$1,797,108 (based on the most available information from 2019) and \$1,100,000 (or 1.5% growth) in each 2021 and 2022. In April 2018, through approval of the LTFP, the percentage allocation was changed from 20% to CRF and 20% to CIRRF. As such, the amounts to transfer to CRF (10%) are: \$179,711 in 2020 and \$110,000 in each of 2021-2022; and the transfers to CIRRF (30%) are: \$539,132 in 2020 and \$330,000 in each of 2021-2022.

**Strategic Plan Link**      Infrastructure renewal

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

Policy FC-013 Use of Budgeted Assessment Growth Revenue would not be adhered to.

**What are the desired outcomes of this request being approved?**

That 40% of revenue from assessment growth be allocated to capital and infrastructure renewal; the other 60% is allocated to operating.

**Recommendations:**

That Council approves a \$179,711 increase of ongoing contributions in 2020 and a \$110,000 increase of ongoing contributions in each 2021 and 2022 to the Capital Reserve Fund; and a \$539,132 increase of ongoing contributions in 2020 and a \$330,000 increase of ongoing contributions in each 2021 and 2022 to the Capital Infrastructure Reinvestment Reserve Fund, from budgeted assessment growth within the Corporate Transactions department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Expenditures</b>							
Transfer to CRF	399,711	179,711		110,000		110,000	
Transfer to CIRRF	1,199,132	539,132		330,000		330,000	
	1,598,843	718,843		440,000		440,000	
<b>Net</b>	<b>1,598,843</b>	<b>718,843</b>		<b>440,000</b>		<b>440,000</b>	

Plan Requests

**Request** CAO.2020.004 Asset Management Positions Enterprise Recovery  
**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 December 09, 2019  
**Version** Council Approved **Budget Year** 2020

**Description of Request:**  
 Asset Management staff are responsible for assisting both tax base and enterprise funded assets with their asset management planning activities. Examples of tax base assets include roads, parks and facilities while enterprise assets include water distribution, sanitary collection, stormwater, parking and cemeteries. Currently the Asset Management Manager and Infrastructure Asset Management Analyst positions are fully funded by the tax base. The purpose of this request is to recover a portion of these existing positions from the enterprises utilizing the Asset Management section's expertise based on current asset ownership values.

**Strategic Plan Link** Infrastructure renewal

**Describe the risks related to this request if denied or deferred (likelihood and impact):**  
 If request is denied or deferred, enterprise supported asset management activities will continue to be funded by the tax base.

**What are the desired outcomes of this request being approved?**  
 The desired outcome is to align the Asset Management operating budget with funding from both the tax base and asset owning enterprises based on asset value.

**Recommendations:**  
 That Council approves a \$132,856 increase of ongoing revenue in 2020 for enterprise recovery of Asset Management positions within the Corporate Transactions department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>							
General Government OH	(132,856)	(132,856)					
	(132,856)	(132,856)					
<b>Expenditures</b>							
General Government Overhead	132,856	132,856					
Transfer to Water/Sewer/SWM Res	(128,238)	(128,238)					
Trfr to Parking Res Fund	(4,075)	(4,075)					
Trf to Cemetry Reserve Fund	(543)	(543)					
	0	0					
<b>Net</b>	<b>(132,856)</b>	<b>(132,856)</b>					

Plan Requests

<b>Request</b>	<b>CAO.2020.001 Physician Recruitment</b>		
<b>Department</b>	Office of the Chief Administrative Officer	<b>Prepared By</b>	Tim Anderson
<b>Division</b>	CAO Administration	<b>Phone Number</b>	519-747-8702
<b>Section</b>	Chief Administration Office	<b>Email</b>	Tim.Anderson@waterloo.ca
		<b>Date</b>	February 10, 2020
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**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 annual funding in 2020-2022 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's funding support is to be provided by the Economic Development Reserve (as per Council direction on Budget Day).

**Strategic Plan Link**      Equity, inclusion & a sense of belonging

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

Denial or deferral would result in the Greater Kitchener-Waterloo Chamber of Commerce not being adequately funded to continue its ongoing Physician Recruitment leading to an increased wait list for those individuals looking for a family physician or specialist.

**What are the desired outcomes of this request being approved?**

The desired outcome is to increase the amount of local family physicians and specialists and to reduce the number of individuals currently on the wait list.

**Recommendations:**

That Council approves a \$20,000 increase of one-time funding in 2020, a \$20,000 increase of one-time funding in 2021 and a \$20,000 increase of one-time funding in 2022 for Physician Recruitment within the CAO's Office division in the CAO department.

**Request**

	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>							
Trf from Economic Dev Res	(60,000)		(20,000)		(20,000)		(20,000)
	(60,000)		(20,000)		(20,000)		(20,000)
<b>Expenditures</b>							
Special Projects	60,000		20,000		20,000		20,000
	60,000		20,000		20,000		20,000
<b>Net</b>			<b>0</b>		<b>0</b>		<b>0</b>

Plan Requests

<b>Request</b>	<b>CAO.2020.015 Municipal Accommodation Tax (Hotel Tax) Spending Plan</b>		
<b>Department</b>	Office of the Chief Administrative Officer	Prepared By	Justin McFadden
<b>Division</b>	Economic Development	Phone Number	519-747-8539
<b>Section</b>	Ec.Dev. Director Office	Email	Justin.McFadden@waterloo.ca
		Date	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

On April 15, 2019 Council approved CAO2019-014 establishing a mandatory 4% Municipal Accommodation Tax (MAT) for hotels in the City of Waterloo effective July 1st, 2019. It is estimated that the MAT will generate at least \$250,000 in new revenue for the city. This revenue will be offset with a MAT proposed spending plan. In 2020, a contract Festivals & Events Specialist will be hired, with this position being converting to full time in 2021. The additional funding will be used for Tourism, Arts & Culture, Sport and Cultural Infrastructure, Event Bids, Major Festival and Event Development and Collaborative Tourism Marketing. Any MAT surpluses will be transferred to the Economic Development Reserve - MAT Program at year-end.

**Strategic Plan Link** Economic growth & development

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

If the MAT spending plan is denied or deferred, it will limit the City's ability to advance and enhance Tourism, Arts & Culture, Sports offerings, as well as major event attraction.

**What are the desired outcomes of this request being approved?**

The desired outcome is to advance and enhance Tourism, Arts & Culture, Sports offerings, as well as major event attraction making Waterloo a destination of choice for various festivals and events.

**Recommendations:**

That Council approves a \$250,000 increase of ongoing funding in 2020 for Municipal Accommodation Tax (Hotel Tax) Spending Plan including a Festivals & Events Specialist within the Economic Development division in the CAO department.

Request							
	Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Expenditures</b>							
Salary-Full Time*Hotel Tax (MAT)	74,995			74,995			
Salary Wages - Contract * Hotel Tax		95,720		(95,720)			
Benefits*Hotel Tax (MAT)	20,725			20,725			
Communications*Hotel Tax (MAT)	240	240					
Foundational Arts & Culture*Hotel Tax	70,000	70,000					
Promotional Package*Hotel Tax (MAT)	2,000	2,000					
Meeting Expense*Hotel Tax (MAT)	2,040	2,040					
Special Projects*Hotel Tax (MAT)	40,000	40,000					
Special Events Expense*Hotel Tax	40,000	40,000					
	250,000	250,000		0			
<b>Net</b>	<b>250,000</b>	<b>250,000</b>		<b>0</b>			

Plan Requests

**Request** CAO.2020.006 WLU CityStudio Program Funding  
**Department** Office of the Chief Administrative Officer Prepared By Adam Lauder  
**Division** Strategic Initiatives Phone Number 519-747-8649  
**Section** S.I. Director Office Email Adam.Lauder@waterloo.ca  
 Date December 09, 2019  
**Version** Council Approved **Budget Year** 2020

**Description of Request:**  
 As part of the City's ongoing collaboration with WLU regarding the CityStudio program, we have been requested (by WLU) to contribute annually to the program via funding support for hiring of summer interns. The summer intern program furthers the projects that City staff and the students worked on during the Winter semester. WLU will then leverage the City's funding support with their donor base seeking matching funds.

**Strategic Plan Link** Economic growth & development

**Describe the risks related to this request if denied or deferred (likelihood and impact):**  
 We would not be fully contributing to the success of our CityStudio collaboration in a manner that allows WLU to leverage our contributions, potentially resulting in a reduction of city projects being assessed through the program. Should funding not be approved, we may need to look for other discretionary temporary funding sources to meet the request of WLU.

**What are the desired outcomes of this request being approved?**  
 The desired outcome is to continue this valuable program with WLU, provide funding assistance that demonstrates our commitment and allows WLU to secure other funding sources through their donor base.

**Recommendations:**  
 That Council approves a \$10,000 increase of ongoing funding in 2020 for WLU CityStudio Program Funding within the Strategic Initiatives division in the CAO department.

		Request						
		Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Expenditures</b>								
	Internship	10,000	10,000					
		10,000	10,000					
	<b>Net</b>	<b>10,000</b>	<b>10,000</b>					

Plan Requests

<b>Request</b>	<b>COMM.2020.025 Agreement with CoK for Persons with Disabilities Services</b>		
<b>Department</b>	Community Services	<b>Prepared By</b>	Beth Rajnovich
<b>Division</b>	Community Programming & Outreach	<b>Phone Number</b>	519-747-8770
<b>Section</b>	Community & Neighborhood Services	<b>Email</b>	Beth.Rajnovich@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

The City of Waterloo has been part of a longstanding purchase of service agreement with the City of Kitchener ("CoK"). In this agreement, CoK staff provide a range of services for persons with disabilities within Waterloo. These include "Every Kid Counts", inclusive recreation program supports, AODA expertise, and GRAAC support. A program review has revealed increased service demands. The City of Waterloo should increase its payment to CoK commensurate with these increased costs. These services are critical to facilitating equity and inclusion in our community, as well as AODA legislation compliance.

**Strategic Plan Link**      Equity, inclusion & a sense of belonging

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

If this request is denied or deferred, the City of Waterloo will have reduced effectiveness in eliminating systemic barriers to access recreation, public spaces, and other government services, with respect to persons with disabilities, and may limit our ability to meet AODA legislation requirements. Furthermore, continuation of our service agreement with the City of Kitchener may be jeopardized if the contribution is not increased to meet the expanding needs of these programs, and could have high costs for the City long-term.

**What are the desired outcomes of this request being approved?**

Additional staff resources will be established at the City of Kitchener to ensure corporate compliance with AODA legislation and to respond to service level demands.

**Recommendations:**

That Council approves a \$50,000 increase of ongoing funding in 2020 for the Agreement with City of Kitchener for Persons with Disabilities Services within the Community Programming & Outreach Services division in the Community Services department.

		Request						
		Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Expenditures</b>								
	Special Needs Program	50,000	50,000					
		50,000	50,000					
	<b>Net</b>	<b>50,000</b>	<b>50,000</b>					



Plan Requests

<b>Request</b>	<b>COMM.2020.013 Supervisor of Park Operations</b>		
<b>Department</b>	Community Services	<b>Prepared By</b>	Jeff Silcox-Childs
<b>Division</b>	Environment & Parks	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Waterloo Park	<b>Email</b>	jeff.silcox-childs@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**  
 A permanent Environment and Parks Services Supervisor is required at Waterloo Park to oversee the large number of staff and students that deal with the activities, events and maintenance within the park. This position will coordinate work delegation, deal with service requests, be instrumental in maintaining winter maintenance service levels and handle health and safety concerns. A supervisor pilot program was previously undertaken which confirmed the need for this position.

**Strategic Plan Link**      Healthy community & resilient neighbourhoods

**Describe the risks related to this request if denied or deferred (likelihood and impact):**  
 Denial or deferral of this request will result in inadequate staffing levels to oversee and coordinate outdoor programming and winter control staff and operational activities, which can also pose a health and safety risk.

**What are the desired outcomes of this request being approved?**  
 Increased staffing will allow us to maintain current services levels and proactively work on needed operational activities in Waterloo Park.

**Recommendations:**  
 That Council approves a \$142,580 increase of ongoing funding in 2020 for a Supervisor of Park Operations within the Environment and Parks Services division in the Community Services department.

		Request						
		Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Expenditures</b>								
	Salary-Full Time	105,015	105,015					
	Overtime	3,000	3,000					
	Benefits	26,325	26,325					
	Safety Training	2,000	2,000					
	Communications	240	240					
	Office Supplies	1,000	1,000					
	Field Supplies	4,000	4,000					
	Meeting Expense	1,000	1,000					
		142,580	142,580					
	<b>Net</b>	<b>142,580</b>	<b>142,580</b>					

Plan Requests

<b>Request</b>	<b>COMM.2020.016 Supervisor of Building Maintenance</b>		
<b>Department</b>	Community Services	<b>Prepared By</b>	Sunda Siva
<b>Division</b>	Facility Design & Management Services	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Facilities	<b>Email</b>	sunda.siva@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

Presently there is a supervisory gap for front line building maintenance staff at a hands on level. It is extremely critical that direct supervision and guidance be provided for staff on maintenance planning and daily scheduling. The essential elements for this supervisory position are to determine scope, crew size, craft time for tasks, preventative schedule for building maintenance work e.g. carpentry, masonry, floors, decks, plumbing and site layout.

**Strategic Plan Link** Infrastructure renewal

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

The risk is in health and safety; there is a regulatory requirement to have a designated supervisory body for frontline crews. Without a supervisor, the building maintenance crew will be less effective hence the replacement of assets will take place prematurely. As a result, asset replacement will be accelerated and create a pressure for additional resources to manage more capital projects. There supervision gap also creates a bottle neck to resolve customer requests, external contractor schedules, and proper record

**What are the desired outcomes of this request being approved?**

The performance level of building maintenance will increase significantly i.e. reactive maintenance versus proactive maintenance ratio which in turn will reduce overtime demand.

**Recommendations:**

That Council approves a \$142,580 increase of ongoing funding in 2020 for a supervisor of building maintenance within the Facilities Design and Management division in the Community Services department.

Request							
	Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Expenditures</b>							
Salary-Full Time	105,017	105,017					
Benefits	26,323	26,323					
General Employee Training	500	500					
Telephone System Mtc	240	240					
Miscellaneous Expenditure	500	500					
City Fleet	10,000	10,000					
	142,580	142,580					
<b>Net</b>	<b>142,580</b>	<b>142,580</b>					

Plan Requests

<b>Request</b>	<b>COMM.2020.021 Real Estate and Property Management Position</b>		
<b>Department</b>	Community Services	<b>Prepared By</b>	Sunda Siva
<b>Division</b>	Facility Design & Management Services	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Facilities	<b>Email</b>	sunda.siva@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

The operating budget has \$40,000 allocated to retain part-time clerical support to manage the city's lease and rental properties. A full-time position is required to attract a real estate professional who would bring a different skill set to the role; commercial rental expertise, negotiation and appraisal skills. This position is critical because it will handle other corporate lease agreements presently handled by other city staff, actively market City Hall rental spaces, streamline land acquisition and disposal, manage the administration of service provider agreements and provide services that are currently sourced externally (e.g. land value appraisal).

**Strategic Plan Link** Supporting the Strategic Plan

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

Though municipalities are not in the real estate business, denial or deferral of this request will cause an impediment in meeting the city's strategic guiding principles such as fiscal responsibility, service excellence and sustainability. Further, lack of support in this area will lead to lower space utilization and as a result will lead to lower revenue generation and higher maintenance to manage ineffective spaces.

**What are the desired outcomes of this request being approved?**

While the objectives of the real estate functions would create increased level of service in space allocation for tenants and staff, it will become one of the key strategic pillars in the future for City operations and play an important role in strategic decision making.

**Recommendations:**

That Council approves a \$89,972 increase of ongoing funding in 2021 for a real estate and marketing position within the Facilities Design and Management division in the Community Services department.

Request							
	Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Expenditures</b>							
Salary-Full Time	101,757			101,757			
Benefits	25,715			25,715			
General Employee Training	1,000			1,000			
Communications	1,000			1,000			
Other Consulting Fees	(40,000)			(40,000)			
Miscellaneous Expenditure	500			500			
	89,972			89,972			
<b>Net</b>	<b>89,972</b>			<b>89,972</b>			

Plan Requests

<b>Request</b>	<b>COMM.2020.022 Waterloo City Hall Lease Revenue Reduction</b>		
<b>Department</b>	Community Services	<b>Prepared By</b>	Sunda Siva
<b>Division</b>	Facility Design & Management Services	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Facilities	<b>Email</b>	sunda.siva@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

Part of the City's space planning strategy may include reabsorbing approximately 2,500 square feet back from tenants for city staff/use. If activated, this will have a permanent revenue impact as the city will no longer collect tenant rent, common area maintenance and utilities revenue from this space. As such, the proposed 2020-2022 budget includes an allocation to permit the reabsorbing of City Centre space for staff use.

**Strategic Plan Link** Supporting the Strategic Plan

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

If this request is denied or deferred the budget will not accurately reflect the loss of tenant revenue at the city centre.

**What are the desired outcomes of this request being approved?**

The desired outcome of this request is for revenue expectations to be adjusted with the permanent loss of rental space at city hall.

**Recommendations:**

That Council approves a \$66,000 reduction of ongoing revenue in 2020 for a reduction of rental space at city hall within the Facilities Design and Management division in the Community Services department.

Request							
	Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Revenue</b>							
Building Rental	41,000	41,000					
Recoveries-Common Area	22,400	22,400					
Recoveries-Hydro	2,600	2,600					
	66,000	66,000					
<b>Net</b>	<b>66,000</b>	<b>66,000</b>					

Plan Requests

<b>Request</b>	<b>COMM.2020.015 Fire Prevention Officer</b>		
<b>Department</b>	Community Services	<b>Prepared By</b>	Richard Hepditch
<b>Division</b>	Fire Rescue	<b>Phone Number</b>	519-884-6030
<b>Section</b>	Fire Prevention	<b>Email</b>	Richard.Hepditch@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

In April 2019, a Fire Underwriter Survey (FUS) review was completed that increased points for insurance grading that are available to various areas including fire prevention inspection activities. The position will be tasked with closing up to 3,000 open fire prevention files that continue to accumulate annually; it is estimated that open files will take up to 2.5 years to close and will require ongoing oversight. An additional fire prevention officer will also assist with reducing a backlog of fire safety plans to support the rental housing and business licensing programs and a service level enhancement to proactively address risk identified in the legislated Simplified Risk Assessment

**Strategic Plan Link**      Healthy community & resilient neighbourhoods

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

The SRA is a requirement of the Office of the Fire Marshal to identify risk and strategies to address it. The comparison of what was completed in 2014 with what must be completed in 2015 for SRA implementation is revealing with respect to risk and staff limitations. Implementation of the current SRA's prevention/inspection related initiatives without additional staff should not be expected. This request is further supported by the Fire Master Plan completed in 2007 and the subsequent Council updates.

**What are the desired outcomes of this request being approved?**

Eliminating outstanding fire prevention property files, limiting associated risk. By addressing risks identified in the SRA fire prevention can proactively target risk in our community as outlined in the 2016-2018 SRA.

**Recommendations:**

That Council approves \$157,115 of ongoing funding in 2022 for a Fire Prevention Officer within the Fire Rescue Services division in the Community Services Department.

Request							
	Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Expenditures</b>							
Salary-Full Time	114,840					114,840	
Benefits	29,535					29,535	
Training & Conferences	2,000					2,000	
Communications	240					240	
Copy	100					100	
Office Supplies	100					100	
Fire Prevention Supplies	200					200	
Uniforms	100					100	
Equipment	10,000					10,000	
	157,115					157,115	
<b>Net</b>	<b>157,115</b>					<b>157,115</b>	

Plan Requests

<b>Request</b>	<b>COMM.2020.017 Compliance Operating Budget Net Zero Adjustment</b>		
<b>Department</b>	Community Services	<b>Prepared By</b>	Shayne Turner
<b>Division</b>	Municipal Enforcement	<b>Phone Number</b>	519-747-8783
<b>Section</b>	Compliance & Standards	<b>Email</b>	shayne.turner@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

The Compliance Standards budget for other direct operating expenditures (ODOE) has been operating at a shortfall since 2011. Pressures in operating are for postage, uniforms, software maintenance and office expenditures. On average the operating shortfall has been \$90,000 since 2016. Typically this shortfall is offset by traffic violations revenue. This budget seeks to increase the actual expense budget to address these chronic shortfalls and to also increase the traffic violations revenue to offset this increase formally.

**Strategic Plan Link**      Healthy community & resilient neighbourhoods

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

If this request is denied or deferred it will cause the program to operate in an ongoing shortfall while revenue is at a surplus. While the two offset each other it sends an inaccurate message that the revenue surplus can be utilized Corporately.

**What are the desired outcomes of this request being approved?**

The desired outcome is to align the Compliance operating budget with anticipated operating expenditures and traffic violations revenue.

**Recommendations:**

That Council approves a \$64,000 increase of ongoing funding and a \$64,000 increase of ongoing revenue in 2020 for operating pressures within the Municipal Enforcement division in the Community Services department.

		Request						
		Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>								
	Traffic Violations	(64,000)	(64,000)					
		(64,000)	(64,000)					
<b>Expenditures</b>								
	Software Mtc Contracts	22,000	22,000					
	Car Allowance	2,000	2,000					
	Copy	5,000	5,000					
	Postage	16,000	16,000					
	Office Supplies	4,000	4,000					
	Uniforms	15,000	15,000					
		64,000	64,000					
	<b>Net</b>		<b>0</b>					

Plan Requests

<b>Request</b>	<b>COMM.2020.019 Kitchener-Waterloo Humane Society Contract Renewal</b>		
<b>Department</b>	Community Services	<b>Prepared By</b>	Shayne Turner
<b>Division</b>	Municipal Enforcement	<b>Phone Number</b>	519-747-8783
<b>Section</b>	Licensing	<b>Email</b>	shayne.turner@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

This request is to increase the budget amount payable to the KW Humane Society based on the agreed upon increase for 2022, by the amount of \$9,500 in 2022, pursuant to the new contract negotiated in 2019. The KW Humane Society enforces provisions of the City's Animal Control By-Law and Dangerous Dogs Designation By-Law. They also promote the City's dog licensing program, administer a shelter service for lost or surrendered animals, administer pet adoption services and participate in responsible pet ownership education.

**Strategic Plan Link**      Healthy community & resilient neighbourhoods

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

Denial or deferral of this request will result in the reduction of scope or cessation of certain services provided to the City of Waterloo by the KW Humane Society.

**What are the desired outcomes of this request being approved?**

The desired outcome of this request is to honor the financial agreement between the City of Waterloo and the KW Humane Society and ensure adequate funding is set aside for contract execution.

**Recommendations:**

That Council approves a \$9,500 increase of ongoing funding in 2022 for the contract with KW Humane Society within the Municipal Enforcement division in the Community Services department.

		Request						
		Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Expenditures</b>								
	Animal Control		9,500				9,500	
			9,500				9,500	
	<b>Net</b>		<b>9,500</b>				<b>9,500</b>	

Plan Requests

<b>Request</b>	<b>CORP.2020.006 Sick Leave / Accommodation - Third Party Review</b>		
<b>Department</b>	Corporate Services	<b>Prepared By</b>	Brian Schellenberg
<b>Division</b>	Human Resources	<b>Phone Number</b>	519-747-8504
<b>Section</b>	Human Resources	<b>Email</b>	brian.schellenberg@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

This request will allow for the validation of sick leaves greater than 10 consecutive shifts, and medical accommodation requests, using a third party reviewer. The use of a third party ensures that medical absences and accommodations are reviewed in a confidential, equitable and consistent manner.

**Strategic Plan Link**      Equity, inclusion & a sense of belonging

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

If denied, validation of sick leaves/accommodations would be done by HR which often invokes privacy concerns by employees, as the nature of sick leaves/accommodations can be personal/confidential. In-house review of sick leaves/accommodations increases risk of Human Rights claims as decisions rendered are based on limited medical information. In-house reviews also tie up resources needed for value added employee support on more urgent matters such as legislative compliance.

**What are the desired outcomes of this request being approved?**

The desired outcome is to ensure the appropriate use of sick credits for sick leaves greater than 10 consecutive shifts and to ensure accommodations have been medically supported prior to implementation.

**Recommendations:**

That Council approves a \$20,000 increase of ongoing funding in 2020 for Third Party Sick Leave Review within the Human Resources division in the Corporate Services department.

Request							
	Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Expenditures</b>							
Other Consulting Fees * Sick Leave/	20,000	20,000					
	20,000	20,000					
<b>Net</b>	<b>20,000</b>	<b>20,000</b>					



Plan Requests

<b>Request</b>	<b>CORP.2020.007 Reference Checking - Third Party Service</b>		
<b>Department</b>	Corporate Services	<b>Prepared By</b>	Brian Schellenberg
<b>Division</b>	Human Resources	<b>Phone Number</b>	519-747-8504
<b>Section</b>	Human Resources	<b>Email</b>	brian.schellenberg@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

This request will allow for the outsourcing of the reference check process when hiring job applicants. This will shorten processing time, getting offers to candidates sooner, which improves the likelihood of hire when there are competing job opportunities with neighboring municipalities. It also allows the City to recruit international candidates and complete references where a language barrier exists.

**Strategic Plan Link**      Equity, inclusion & a sense of belonging

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

If denied, reference checks would be done by HR. This would take away time for value added employee service for more urgent and strategic matters such as legislative compliance and employee investigations. This would also increase the time to hire.

**What are the desired outcomes of this request being approved?**

The desired outcome is to have all reference checks for job candidates and volunteer candidates done by a third party provider. It allows for consistent practices and more timely turnaround. It also allows HR to realign resources for more strategic initiatives.

**Recommendations:**

That Council approves a \$20,000 increase of ongoing funding in 2020 for third party reference checks within the Human Resources division in the Corporate Services department.

Request							
	Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Expenditures</b>							
Recruitment Expense * Reference	20,000	20,000					
	20,000	20,000					
<b>Net</b>	<b>20,000</b>	<b>20,000</b>					

Plan Requests

<b>Request</b>	<b>CORP.2020.001 IMTS Network Analyst Position</b>		
<b>Department</b>	Corporate Services	<b>Prepared By</b>	Max Min
<b>Division</b>	Information Management & Technology	<b>Phone Number</b>	519-747-8561
<b>Section</b>	Information Systems	<b>Email</b>	max.min@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

There are currently two network analysts managing and supporting 37 backend systems that support the computing infrastructure. Each network analyst is the primary support for approximately 18 systems and also acts as the secondary support for the remaining systems. Adding one more systems analyst will allow each network analyst to focus on supporting 12 systems instead of 18, improving the service level by approx. 30% by enabling faster and more effective resolution of system challenges and opportunities. The new centralized VoIP-based telephone system across all 18 city facilities also added a fair amount of workload into this section, as IMTS was previously only supporting the city hall telephone system while outsourcing the support of the remaining 17 facilities.

**Strategic Plan Link**      Supporting the Strategic Plan

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

Existing IMTS staff will continue to be required to manage an unreasonable portfolio, leading to increased overtime and exposure to errors. Such delays in responses and potential increases in errors may adversely affect City staff reliant on the computing infrastructure and support from IMTS. This may in turn also negatively impact the efficiency and effectiveness of service to citizens.

**What are the desired outcomes of this request being approved?**

Each network analyst will focus on supporting 12 applications instead of 18. The service level will be improved by approximately 30% by enabling faster and more effective resolution of system challenges and opportunities.

**Recommendations:**

That Council approves a \$105,800 increase of ongoing funding and a \$3,500 increase of one-time funding in 2020 for Network Analyst Position within the IMTS division in the Corporate Services department. This will be offset by a \$34,047 recovery from enterprises.

		Request						
		Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>								
General Government OH		(34,047)	(34,047)					
		<u>(34,047)</u>	<u>(34,047)</u>					
<b>Expenditures</b>								
Salary-Full Time		82,024	82,024					
Benefits		22,036	22,036					
Training & Conferences		1,000	1,000					
Communications		240	240					
Hardware Exp		3,500		3,500				
Office Supplies		500	500					
General Government Overhead		34,047	34,047					
Transfer to Water/Sewer/SWM Res		(10,547)	(10,547)					
Trfr to Parking Res Fund		(2,460)	(2,460)					
Trf to Bld Permit Res Fund		(5,738)	(5,738)					
Trf to Cemetry Reserve Fund		(3,552)	(3,552)					
Trf to Fleet Equip Reserve		(4,645)	(4,645)					
Trf to Rental Housing Res		(4,645)	(4,645)					
Tran to Comp.Business Lic Reserve		(2,460)	(2,460)					
		<u>109,300</u>	<u>105,800</u>	<u>3,500</u>				
<b>Net</b>		<b>75,253</b>	<b>71,753</b>	<b>3,500</b>				

Plan Requests

<b>Request</b>	<b>CORP.2020.002 IMTS Systems Analyst Position</b>		
<b>Department</b>	Corporate Services	<b>Prepared By</b>	Max Min
<b>Division</b>	Information Management & Technology	<b>Phone Number</b>	519-747-8561
<b>Section</b>	Information Systems	<b>Email</b>	max.min@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

There are currently four systems analysts in the IMTS division supporting 72 software applications for the City. Each systems analyst is the primary support for 18 applications and also acts as the secondary and backup support for the remaining 54 applications. Adding one more systems analyst will allow each systems analyst to focus on supporting 14 applications instead of 18. This will improve the service level by approximately 20% by enabling faster and more effective resolution of application challenges and opportunities.

**Strategic Plan Link** Supporting the Strategic Plan

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

Existing IMTS staff will continue to be required to manage an unreasonable portfolio, leading to increased overtime and exposure to errors. Such delays in responses and potential increases in errors may adversely affect City staff reliant on these software applications and support from IMTS. This may in turn also negatively impact the efficiency and effectiveness of service to citizens.

**What are the desired outcomes of this request being approved?**

Each systems analyst will focus on supporting 14 applications instead of 18. The service level will be improved by approximately 20% by enabling faster and more effective resolution of application challenges and opportunities.

**Recommendations:**

That Council approves a \$105,800 increase of ongoing funding and a \$3,500 increase of one-time funding in 2021 for Systems Analyst Position within the IMTS division in the Corporate Services department. This will be offset by a \$20,952 recovery from enterprises.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>							
General Government OH	(20,952)			(20,952)			
	(20,952)			(20,952)			
<b>Expenditures</b>							
Salary-Full Time	82,024			82,024			
Benefits	22,036			22,036			
Training & Conferences	1,000			1,000			
Communications	240			240			
Hardware Exp	3,500				3,500		
Software Mtc Contracts	500			500			
General Government Overhead	20,952			20,952			
Transfer to Water/Sewer/SWM Res	(8,520)			(8,520)			
Trfr to Parking Res Fund	(120)			(120)			
Trf to Bld Permit Res Fund	(3,663)			(3,663)			
Trf to Cemetry Reserve Fund	(2,223)			(2,223)			
Trf to Fleet Equip Reserve	(1,830)			(1,830)			
Trf to Rental Housing Res	(2,298)			(2,298)			
Tran to Comp.Business Lic Reserve	(2,298)			(2,298)			
	109,300			105,800	3,500		
<b>Net</b>	<b>88,348</b>			<b>84,848</b>	<b>3,500</b>		

Plan Requests

<b>Request</b>	<b>CORP.2020.008 Election Reserve Transfer Increase</b>		
<b>Department</b>	Corporate Services	<b>Prepared By</b>	Olga Smith
<b>Division</b>	Legislative Services	<b>Phone Number</b>	519-747-8703
<b>Section</b>	Legislative Services	<b>Email</b>	olga.smith@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

The 2018 election cost \$375,409. The current balance in the Election Reserve is \$115,823. The annual transfer of \$97,000 into the Election Reserve is insufficient in meeting the increasing funding demands to run a paper based election with the increase in costs including; hiring election staff on contract, tabulator rentals, advertising, postage and the use of Datafix/ Municipal Voterview technology. The request of \$30,000 annually into the Election Reserve will allow for the reserve to be in a healthy balance for the 2022 election and future elections.

**Strategic Plan Link** Supporting the Strategic Plan

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

If this request is denied, a budget deficit will continue. It is important to align budget to actuals whenever possible to better manage and evaluate the impact of significant increased costs in particular to legislated tasks that have seen uncontrollable increases. Should the Election Reserve annual funding not be increased there will be a funding shortfall for the 2022 municipal election and for future elections.

**What are the desired outcomes of this request being approved?**

The desired outcome is to allocate the appropriate annual transfer into the Election Reserve to fund municipal elections every four years.

**Recommendations:**

That Council approves a \$30,000 increase of ongoing funding in 2020 for the transfer to Elections Reserve within the Legislative Services division in the Corporate Services Department.

		Request						
		Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Expenditures</b>								
	Trf to Election Reserve	30,000	30,000					
		30,000	30,000					
	<b>Net</b>	<b>30,000</b>	<b>30,000</b>					

Plan Requests

<b>Request</b>	<b>TRAN.2020.015 Commissioner Special Projects</b>		
<b>Department</b>	Corporate Transactions	<b>Prepared By</b>	Angela Schneider
<b>Division</b>	Other Corp Transactions	<b>Phone Number</b>	519-747-8508
<b>Section</b>	Other Corporate Transactions	<b>Email</b>	angela.schneider@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

This request is to allocate \$125,000 from annual step gapping to the CAO and three Commissioners, enabling each department to undertake special projects, staff development and deliver on strategic initiatives. "Step gapping" is savings from staff positions, which are budgeted at the top level or "step", compared to the actual costs (hence the "gap" between budget and actuals). Each department will receive a proportionate share of the \$125,000 based on its average step gapping amount over the period 2016-2019. Annual Step gapping savings are contributed to the Tax Rate Stabilization reserve and \$125,000 is approximately 15% of the annual amount.

**Strategic Plan Link**      Supporting the Strategic Plan

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

This funding allows the CAO and Commissioners to respond to important initiatives as they arise. The risk of this request being denied is that potential opportunities (such as pilot projects or advocacy programs) or unforeseen projects might not be able to advance, in a timely manner (while alternative funding strategies are determined) or not at all.

**What are the desired outcomes of this request being approved?**

That the CAO and Commissioners have the ability to respond effectively to key projects and initiatives as they arise, (by having a budget allotment set aside for this purpose).

**Recommendations:**

That Council approves a \$125,000 increase of one-time funding in 2020, 2021 and 2022 for Commissioner special projects, funded from the annual step gapping contribution to the Tax Rate Stabilization reserve, allocated in each year as follows: CAO Dept-\$9,500 and the Commissioner area for each Dept: COMM-\$40,000; CORP-\$46,500; IPPW-\$29,000.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>							
Trf fr TRS*Comm.Special Projects	(375,000)		(125,000)		(125,000)		(125,000)
	(375,000)		(125,000)		(125,000)		(125,000)
<b>Expenditures</b>							
Special Projects*Commissioner	375,000		125,000		125,000		125,000
	375,000		125,000		125,000		125,000
<b>Net</b>			<b>0</b>		<b>0</b>		<b>0</b>

Plan Requests

<b>Request</b>	<b>TRAN.2020.005 Inflationary Contribution to CIRRF</b>		
<b>Department</b>	Corporate Transactions	<b>Prepared By</b>	Julie Koppeser
<b>Division</b>	Other Corp Transactions	<b>Phone Number</b>	519-747-8560
<b>Section</b>	Other Corporate Transactions	<b>Email</b>	julie.koppeser@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**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 of capital projects that are funded by CIRRF. The request has been developed in accordance with the Council Approved Capital Budget Policy (FC-012), using the five year rolling average third quarter Toronto construction price index (2.94%) for the budget approval period, which equates to an increase in 2020 of \$165,205, in 2021 of \$235,506, and in 2022 of \$257,248.

**Strategic Plan Link**      Infrastructure renewal

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

Denial or deferral would result in contributions to CIRRF not keeping pace with the draws upon CIRRF, causing the reserve fund to be depleted and putting the remainder of the CIRRF funded capital program at risk.

**What are the desired outcomes of this request being approved?**

The desired outcome is to align the inflationary impacts for both the contribution to CIRRF and the budgeted projects drawing upon CIRRF, ensuring that spending does not outpace available funds.

**Recommendations:**

That Council approves a \$165,205 increase of ongoing funding in 2020, a \$235,506 increase of ongoing funding in 2021, and a \$257,248 increase of ongoing funding in 2022 for inflationary increases to the Capital Infrastructure Reinvestment Reserve Fund (CIRRF).

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Expenditures</b>							
Transfer to CIRRF	657,959	165,205		235,506		257,248	
	657,959	165,205		235,506		257,248	
<b>Net</b>	<b>657,959</b>	<b>165,205</b>		<b>235,506</b>		<b>257,248</b>	

Plan Requests

<b>Request</b>	<b>TRAN.2020.006 Inflationary Contribution to CRF</b>		
<b>Department</b>	Corporate Transactions	<b>Prepared By</b>	Julie Koppeser
<b>Division</b>	Other Corp Transactions	<b>Phone Number</b>	519-747-8560
<b>Section</b>	Other Corporate Transactions	<b>Email</b>	julie.koppeser@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**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 of capital projects that are funded by CRF. The request has been developed in accordance with the Council Approved Capital Budget Policy (FC-012), using the five year rolling average third quarter Toronto construction price index (2.94%) for the budget approval period, which equates to an increase in 2020 of \$158,953, in 2021 of \$101,237, and in 2022 of \$101,429.

**Strategic Plan Link**      Infrastructure renewal

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

Denial or deferral would result in contributions to CRF not keeping pace with the draws upon CRF, causing the reserve fund to be depleted and putting the remainder of the CRF funded capital program at risk.

**What are the desired outcomes of this request being approved?**

The desired outcome is to align the inflationary impacts for both the contribution to CRF and the budgeted projects drawing upon CRF, ensuring that spending does not outpace available funds.

**Recommendations:**

That Council approves a \$158,953 increase of ongoing funding in 2020, a \$101,237 increase of ongoing funding in 2021, and a \$101,429 increase of ongoing funding in 2022 for inflationary increases to the Capital Reserve Fund (CRF).

		Request						
		Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Expenditures</b>								
	Transfer to CRF	361,619	158,953		101,237		101,429	
		361,619	158,953		101,237		101,429	
	<b>Net</b>	<b>361,619</b>	<b>158,953</b>		<b>101,237</b>		<b>101,429</b>	

Plan Requests

<b>Request</b>	<b>IPPW.2020.021 Heritage Reserve - Ongoing Funding</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Joel Cotter
<b>Division</b>	Planning	<b>Phone Number</b>	519-747-8543
<b>Section</b>	Planning Approvals	<b>Email</b>	joel.cotter@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**  
 Council approved a Built Heritage Strategy in 2015 through report IPPW2015-100 which recommends consideration of a Heritage Property Grant Program. Heritage property grants help owners maintain and restore their properties for the benefit of the entire community. The program would leverage private investment in designated heritage properties by providing a matching grant to property owners to help them with the cost of maintaining, repairing and restoring the defining heritage attributes of their properties.

**Strategic Plan Link**      Healthy community & resilient neighbourhoods

**Describe the risks related to this request if denied or deferred (likelihood and impact):**  
 Lack of financial support can lead to deferred maintenance, removal or demolition of the buildings and features that give Waterloo's Uptown, historic neighbourhoods and landscapes their character and quality of place. Grants also help reduce resistance by property owners to seek designation under the Ontario Heritage Act, where designation is warranted.

**What are the desired outcomes of this request being approved?**  
 Financial support to owners of designated properties recognizes historic places as a public good. It encourages ongoing maintenance, repair and conservation of heritage places and fosters support for designation under the Heritage Act.

**Recommendations:**  
 That Council approves a \$30,000 increase of ongoing funding in 2020 for Heritage Reserve contributions within the Corporate Transactions department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Expenditures</b>							
Trf to Heritage Reserve*Built Heritage	30,000	30,000					
	30,000	30,000					
<b>Net</b>	<b>30,000</b>	<b>30,000</b>					



Plan Requests

<b>Request</b>	<b>IPPW.2020.003 Traffic Technician</b>	<b>Prepared By</b>	Christine Koehler
<b>Department</b>	Integrated Planning & Public Works	<b>Phone Number</b>	519-886-2310
<b>Division</b>	Transportation	<b>Email</b>	christine.koehler@waterloo.ca
<b>Section</b>	Traffic Operations	<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

We are requesting this position become permanent due to continued growth, intensification and advancement across the City. This has increased our traffic data program, including radar speed signs, intersection and midblock traffic counts and traffic calming studies. This position is also required for the management of the collision retrieval system/database including the collision key entry, reports, quality control and updates to support our road safety initiatives. Finally, the increased number of work permit applications has increased over the last 3 years, requiring this position to assist the technologist to meet stakeholder timelines.

**Strategic Plan Link**      Safe, sustainable transportation

**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 meet the needs of the citizens, requests from City Council members and stakeholders maintaining infrastructure within the City limits. There will be less ability to ensure data collection is completed, resulting in a backlog of requests and delays to road safety improvements. Existing staff will not be able to complete these tasks even with working overtime to keep pace with the volume of requests.

**What are the desired outcomes of this request being approved?**

Making this position permanent will allow the division to continue to respond to the requests of the residents in a timely manner.

**Recommendations:**

That Council approves a \$105,300 increase of ongoing funding in 2020 for dealing with the high volume of traffic requests from the public within the Transportation division in the IPPW department.

		Request						
		Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Expenditures</b>								
	Salary-Full Time	82,024	82,024					
	Benefits	22,036	22,036					
	General Employee Training	500	500					
	Communications	240	240					
	Uniforms	500	500					
		105,300	105,300					
	<b>Net</b>	<b>105,300</b>	<b>105,300</b>					

Plan Requests

<b>Request</b>	<b>IPPW.2020.004 Burnside Mobile Agreement</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Christine Koehler
<b>Division</b>	Transportation	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Transportation Operations	<b>Email</b>	christine.koehler@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

Funding is required for ongoing support of the Burnside software to provide GPS records for City owned and contract vehicles. The software provides data on which streets have been plowed, which sidewalks have been repaired, and other road related maintenance. This data is critical in defending insurance claims filed against the city.

**Strategic Plan Link**      Safe, sustainable transportation

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

Denial or deferral of this request would result in the Transportation division operating budget to be underfunded for the required software maintenance expense, creating an operating budget deficit and increasing the City's exposure to potential insurance claims and lawsuits.

**What are the desired outcomes of this request being approved?**

Ensure that all roads and sidewalks are maintained and it will be measured by a reduction in claims against the City.

**Recommendations:**

That Council approves a \$20,000 increase of ongoing funding in 2020 for annual software licensing for road, winter and sidewalk patrols and data interface within the Transportation division in the IPPW department.

		Request						
		Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Expenditures</b>								
	Maintenance Contracts	20,000	20,000					
		20,000	20,000					
	<b>Net</b>	<b>20,000</b>	<b>20,000</b>					

Plan Requests

<b>Request</b>	<b>IPPW.2020.013 Water Distribution Revenue Increase</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Roy Garbotz
<b>Division</b>	City Utilities	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Water	<b>Email</b>	roy.garbotz@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

Water distribution revenue budgets are based on 5-year average metered water volumes distributed through the water system. The revenue generated includes direct billing to City of Waterloo customers (residential and commercial), and extra billing associated with cross border servicing agreements. Staff are recommending that the water rate increase: by \$0.07 (from \$1.90 to \$1.97 per m3) effective Feb. 1, 2020 for an associated revenue increase of \$855,202; by \$0.07 (from \$1.97 to \$2.04 per m3) effective Jan. 1, 2021 for an associated revenue increase of \$826,073; by \$0.08 (from \$2.04 to \$2.12 per m3) effective Jan. 1, 2022 for an associated revenue increase of \$770,110.

**Strategic Plan Link**      Infrastructure renewal

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

Denial or deferral would result in the operating budget being underfunded, creating potential for an operating budget deficit which would limit City Utilities' capacity to deliver service or result in drawing down reserves below target levels to fund the deficits.

**What are the desired outcomes of this request being approved?**

The desired outcome is to align the City Utilities operating budget with actuals to allow for a more accurate projection of surplus/deficit reporting, which in turn informs operational decision making.

**Recommendations:**

That Council approves a \$855,202 increase of ongoing revenue in 2020, \$826,073 increase of ongoing revenue in 2021, \$770,110 increase of ongoing revenue in 2022 for additional Water Distribution revenue within the City Utilities division in the IPPW department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>							
Water Sales-Residential	(1,309,769)	(467,061)		(436,918)		(405,790)	
Water Sales-Commercial/In	(1,046,573)	(357,085)		(357,478)		(332,010)	
Water Sales-Water Service	(95,043)	(31,056)		(31,677)		(32,310)	
	<u>(2,451,385)</u>	<u>(855,202)</u>		<u>(826,073)</u>		<u>(770,110)</u>	
<b>Expenditures</b>							
Transfer to Water/Sewer/SWM Res	2,451,385	855,202		826,073		770,110	
	<u>2,451,385</u>	<u>855,202</u>		<u>826,073</u>		<u>770,110</u>	
<b>Net</b>		<b>0</b>		<b>0</b>		<b>0</b>	

Plan Requests

<b>Request</b>	<b>IPPW.2020.016 Sanitary Sewer Revenue Increase</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Roy Garbotz
<b>Division</b>	City Utilities	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Sewer	<b>Email</b>	roy.garbotz@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

Sanitary Sewer revenue budgets 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. Staff recommend the sanitary sewer rate increase: by \$0.08 (from \$2.45 to \$2.53 per m3) effective Feb. 1, 2020 for an associated revenue increase of \$1,167,611; by \$0.08 (from \$2.53 to \$2.61 per m3) effective Jan. 1, 2021 for an associated revenue increase of \$965,318; by \$0.09 (from \$2.61 to \$2.70 per m3) effective Jan. 1, 2022 for an associated revenue increase of \$908,609.

**Strategic Plan Link**      Infrastructure renewal

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

Denial or deferral would result in the operating budget being underfunded, creating potential for an operating budget deficit which would limit City Utilities' capacity to deliver service or result in drawing down reserves below target levels to fund the deficits.

**What are the desired outcomes of this request being approved?**

The desired outcome is to align the City Utilities operating budget with actuals to allow for a more accurate projection of surplus/deficit reporting, which in turn informs operational decision making.

**Recommendations:**

That Council approves a \$1,167,611 increase of ongoing revenue in 2020, \$965,318 increase of ongoing revenue in 2021, \$908,609 increase of ongoing revenue in 2022 for additional Sanitary Sewer revenue within the City Utilities division in the IPPW department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>							
Sewage Treatment Rebate	(7,560)					(7,560)	
Sewage Rev-Residential	(1,502,302)	(504,686)		(516,625)		(480,991)	
Sewage Rev-Commercial/In	(1,229,156)	(412,925)		(422,693)		(393,538)	
Sewage Rev-Extra Sewage	(302,520)	(250,000)		(26,000)		(26,520)	
	<u>(3,041,538)</u>	<u>(1,167,611)</u>		<u>(965,318)</u>		<u>(908,609)</u>	
<b>Expenditures</b>							
Transfer to Water/Sewer/SWM Res	3,041,538	1,167,611		965,318		908,609	
	<u>3,041,538</u>	<u>1,167,611</u>		<u>965,318</u>		<u>908,609</u>	
<b>Net</b>		<b>0</b>		<b>0</b>		<b>0</b>	

Plan Requests

<b>Request</b>	<b>IPPW.2020.026 Stormwater Revenue - Commercial/Industrial - 2020</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Roy Garbotz
<b>Division</b>	City Utilities	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Stormwater	<b>Email</b>	roy.garbotz@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

This request is for increased Stormwater revenue – commercial/industrial. City Utilities staff is recommending the monthly stormwater rates for commercial/industrial increase by: \$2.14 for commercial/industrial small, \$10.00 for commercial/industrial medium, \$32.23 for commercial/industrial large, \$81.64 for commercial/industrial largest effective Feb. 1, 2020. These rate increases, along with forecasted commercial/industrial growth, amount to a 2020 budgeted revenue increase of \$181,889.

**Strategic Plan Link** Sustainability & the environment

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

Denial or deferral would result in the operating budget being underfunded, creating potential for an operating budget deficit which would limit City Utilities’ capacity to deliver service.

**What are the desired outcomes of this request being approved?**

The desired outcome is to align the City Utilities operating budget with actuals to allow for a more accurate projection of surplus/deficit reporting, which in turn informs operational decision making.

**Recommendations:**

That Council approves a \$181,889 increase of ongoing revenue in 2020 for Stormwater revenue - commercial/industrial within the City Utilities division in the IPPW department.

Request							
	Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Revenue</b>							
Commercial/Industrial SWM Fee	(181,889)	(181,889)					
	(181,889)	(181,889)					
<b>Expenditures</b>							
Transfer to Water/Sewer/SWM Res	181,889	181,889					
	181,889	181,889					
<b>Net</b>			<b>0</b>				

Plan Requests

<b>Request</b>	<b>IPPW.2020.027 Stormwater Revenue - Commercial/Industrial - 2021</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Roy Garbotz
<b>Division</b>	City Utilities	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Stormwater	<b>Email</b>	roy.garbotz@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

This request is for increased Stormwater revenue – commercial/industrial. City Utilities staff is recommending the monthly stormwater rates for commercial/industrial increase by: \$2.29 for commercial/industrial small, \$10.70 for commercial/industrial medium, \$34.49 for commercial/industrial large, \$87.36 for commercial/industrial largest effective Jan. 1, 2021. These rate increases, along with forecasted commercial/industrial growth, amount to a 2021 budgeted revenue increase of \$162,586.

**Strategic Plan Link** Sustainability & the environment

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

Denial or deferral would result in the operating budget being underfunded, creating potential for an operating budget deficit which would limit City Utilities’ capacity to deliver service.

**What are the desired outcomes of this request being approved?**

The desired outcome is to align the City Utilities operating budget with actuals to allow for a more accurate projection of surplus/deficit reporting, which in turn informs operational decision making.

**Recommendations:**

That Council approves a \$162,586 increase of ongoing revenue in 2021 for Stormwater revenue - commercial/industrial within the City Utilities division in the IPPW department.

Request							
	Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Revenue</b>							
Commercial/Industrial SWM Fee	(162,586)			(162,586)			
	(162,586)			(162,586)			
<b>Expenditures</b>							
Transfer to Water/Sewer/SWM Res	162,586			162,586			
	162,586			162,586			
<b>Net</b>				<b>0</b>			

Plan Requests

<b>Request</b>	<b>IPPW.2020.028 Stormwater Revenue - Commercial/Industrial - 2022</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Roy Garbotz
<b>Division</b>	City Utilities	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Stormwater	<b>Email</b>	roy.garbotz@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

This request is for increased Stormwater revenue – commercial/industrial. City Utilities staff is recommending the monthly stormwater rates for commercial/industrial increase by: \$1.75 for commercial/industrial small, \$8.18 for commercial/industrial medium, \$26.36 for commercial/industrial large, \$66.77 for commercial/industrial largest effective Jan. 1, 2022. These rate increases, along with forecasted commercial/industrial growth, amount to a 2022 budgeted revenue increase of \$128,655.

**Strategic Plan Link** Sustainability & the environment

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

Denial or deferral would result in the operating budget being underfunded, creating potential for an operating budget deficit which would limit City Utilities’ capacity to deliver service.

**What are the desired outcomes of this request being approved?**

The desired outcome is to align the City Utilities operating budget with actuals to allow for a more accurate projection of surplus/deficit reporting, which in turn informs operational decision making.

**Recommendations:**

That Council approves a \$128,655 increase of ongoing revenue in 2022 for Stormwater revenue - commercial/industrial within the City Utilities division in the IPPW department.

Request							
	Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Revenue</b>							
Commercial/Industrial SWM Fee	(128,655)					(128,655)	
	(128,655)					(128,655)	
<b>Expenditures</b>							
Transfer to Water/Sewer/SWM Res	128,655					128,655	
	128,655					128,655	
<b>Net</b>						<b>0</b>	

Plan Requests

<b>Request</b>	<b>IPPW.2020.029 Stormwater Revenue - Institutional - 2020</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Roy Garbotz
<b>Division</b>	City Utilities	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Stormwater	<b>Email</b>	roy.garbotz@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

This request is for increased stormwater revenue – institutional. City Utilities staff is recommending the monthly stormwater rates for institutional increase by: \$2.59 for institutional small, \$7.00 for institutional medium, \$14.32 for institutional large effective Feb. 1, 2020. These rate increases, along with forecasted institutional growth, amount to a 2020 budgeted revenue increase of \$15,752.

**Strategic Plan Link**      Sustainability & the environment

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

Denial or deferral would result in the operating budget being underfunded, creating potential for an operating budget deficit which would limit City Utilities’ capacity to deliver service.

**What are the desired outcomes of this request being approved?**

The desired outcome is to align the City Utilities operating budget with actuals to allow for a more accurate projection of surplus/deficit reporting, which in turn informs operational decision making.

**Recommendations:**

That Council approves a \$15,752 increase of ongoing revenue in 2020 for Stormwater revenue - institutional within the City Utilities division in the IPPW department.

Request							
	Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Revenue</b>							
Institutional SWM Fee	(15,752)	(15,752)					
	(15,752)	(15,752)					
<b>Expenditures</b>							
Transfer to Water/Sewer/SWM Res	15,752	15,752					
	15,752	15,752					
<b>Net</b>			<b>0</b>				



Plan Requests

<b>Request</b>	<b>IPPW.2020.030 Stormwater Revenue - Institutional - 2021</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Roy Garbotz
<b>Division</b>	City Utilities	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Stormwater	<b>Email</b>	roy.garbotz@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

This request is for increased stormwater revenue – institutional. City Utilities staff is recommending the monthly stormwater rates for institutional increase by: \$2.77 for institutional small, \$7.49 for institutional medium, \$15.33 for institutional large effective Jan. 1, 2021. These rate increases, along with forecasted institutional growth, amount to a 2021 budgeted revenue increase of \$17,155.

**Strategic Plan Link** Sustainability & the environment

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

Denial or deferral would result in the operating budget being underfunded, creating potential for an operating budget deficit which would limit City Utilities’ capacity to deliver service.

**What are the desired outcomes of this request being approved?**

The desired outcome is to align the City Utilities operating budget with actuals to allow for a more accurate projection of surplus/deficit reporting, which in turn informs operational decision making.

**Recommendations:**

That Council approves a \$17,155 increase of ongoing revenue in 2021 for Stormwater revenue - institutional within the City Utilities division in the IPPW department.

Request							
	Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Revenue</b>							
Institutional SWM Fee	(17,155)			(17,155)			
	(17,155)			(17,155)			
<b>Expenditures</b>							
Transfer to Water/Sewer/SWM Res	17,155			17,155			
	17,155			17,155			
<b>Net</b>				<b>0</b>			

Plan Requests

<b>Request</b>	<b>IPPW.2020.031 Stormwater Revenue - Institutional - 2022</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Roy Garbotz
<b>Division</b>	City Utilities	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Stormwater	<b>Email</b>	roy.garbotz@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

This request is for increased stormwater revenue – institutional. City Utilities staff is recommending the monthly stormwater rates for institutional increase by: \$2.12 for institutional small, \$5.72 for institutional medium, \$11.71 for institutional large effective Jan. 1, 2022. These rate increases, along with forecasted institutional growth, amount to a 2022 budgeted revenue increase of \$13,739.

**Strategic Plan Link** Sustainability & the environment

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

Denial or deferral would result in the operating budget being underfunded, creating potential for an operating budget deficit which would limit City Utilities’ capacity to deliver service.

**What are the desired outcomes of this request being approved?**

The desired outcome is to align the City Utilities operating budget with actuals to allow for a more accurate projection of surplus/deficit reporting, which in turn informs operational decision making.

**Recommendations:**

That Council approves a \$13,739 increase of ongoing revenue in 2022 for Stormwater revenue - institutional within the City Utilities division in the IPPW department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>							
Institutional SWM Fee	(13,739)					(13,739)	
	(13,739)					(13,739)	
<b>Expenditures</b>							
Transfer to Water/Sewer/SWM Res	13,739					13,739	
	13,739					13,739	
<b>Net</b>						<b>0</b>	

Plan Requests

<b>Request</b>	<b>IPPW.2020.032 Stormwater Revenue - Multi-Residential - 2020</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Roy Garbotz
<b>Division</b>	City Utilities	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Stormwater	<b>Email</b>	roy.garbotz@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

This request is for increased stormwater revenue – multi-residential. City Utilities staff is recommending the monthly stormwater rates for multi-residential increase by: \$1.60 for multi-residential small, \$6.76 for multi-residential medium, \$36.01 for multi-residential large effective Feb 1, 2020. These rate increases, along with forecasted multi-residential growth, amount to a 2020 budgeted revenue increase of \$106,462.

**Strategic Plan Link** Sustainability & the environment

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

Denial or deferral would result in the operating budget being underfunded, creating potential for an operating budget deficit which would limit City Utilities’ capacity to deliver service.

**What are the desired outcomes of this request being approved?**

The desired outcome is to align the City Utilities operating budget with actuals to allow for a more accurate projection of surplus/deficit reporting, which in turn informs operational decision making.

**Recommendations:**

That Council approves a \$106,462 increase of ongoing revenue in 2020 for Stormwater revenue - multi-residential within the City Utilities division in the IPPW department.

		Request						
		Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>								
	Multi-Residential SWM Fee	(106,462)	(106,462)					
		(106,462)	(106,462)					
<b>Expenditures</b>								
	Transfer to Water/Sewer/SWM Res	106,462	106,462					
		106,462	106,462					
	<b>Net</b>		<b>0</b>					

Plan Requests

<b>Request</b>	<b>IPPW.2020.033 Stormwater Revenue - Multi-Residential - 2021</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Roy Garbotz
<b>Division</b>	City Utilities	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Stormwater	<b>Email</b>	roy.garbotz@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

This request is for increased stormwater revenue – multi-residential. City Utilities staff is recommending the monthly stormwater rates for multi-residential increase by: \$1.71 for multi-residential small, \$7.23 for multi-residential medium, \$38.53 for multi-residential large effective Jan. 1, 2021. These rate increases, along with forecasted multi-residential growth, amount to a 2021 budgeted revenue increase of \$126,942.

**Strategic Plan Link** Sustainability & the environment

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

Denial or deferral would result in the operating budget being underfunded, creating potential for an operating budget deficit which would limit City Utilities’ capacity to deliver service.

**What are the desired outcomes of this request being approved?**

The desired outcome is to align the City Utilities operating budget with actuals to allow for a more accurate projection of surplus/deficit reporting, which in turn informs operational decision making.

**Recommendations:**

That Council approves a \$126,942 increase of ongoing revenue in 2021 for Stormwater revenue - multi-residential within the City Utilities division in the IPPW department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>							
Multi-Residential SWM Fee	(126,942)			(126,942)			
	(126,942)			(126,942)			
<b>Expenditures</b>							
Transfer to Water/Sewer/SWM Res	126,942			126,942			
	126,942			126,942			
<b>Net</b>				<b>0</b>			

Plan Requests

<b>Request</b>	<b>IPPW.2020.034 Stormwater Revenue - Multi-Residential - 2022</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Roy Garbotz
<b>Division</b>	City Utilities	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Stormwater	<b>Email</b>	roy.garbotz@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

This request is for increased stormwater revenue – multi-residential. City Utilities staff is recommending the monthly stormwater rates for multi-residential increase by: \$1.31 for multi-residential small, \$5.53 for multi-residential medium, \$29.45 for multi-residential large effective Jan. 1, 2022. These rate increases, along with forecasted multi-residential growth, amount to a 2022 budgeted revenue increase of \$103,887.

**Strategic Plan Link** Sustainability & the environment

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

Denial or deferral would result in the operating budget being underfunded, creating potential for an operating budget deficit which would limit City Utilities’ capacity to deliver service.

**What are the desired outcomes of this request being approved?**

The desired outcome is to align the City Utilities operating budget with actuals to allow for a more accurate projection of surplus/deficit reporting, which in turn informs operational decision making.

**Recommendations:**

That Council approves a \$103,887 increase of ongoing revenue in 2022 for Stormwater revenue - multi-residential within the City Utilities division in the IPPW department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>							
Multi-Residential SWM Fee	(103,887)					(103,887)	
	(103,887)					(103,887)	
<b>Expenditures</b>							
Transfer to Water/Sewer/SWM Res	103,887					103,887	
	103,887					103,887	
<b>Net</b>						<b>0</b>	

Plan Requests

<b>Request</b>	<b>IPPW.2020.035 Stormwater Revenue - Residential - 2020</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Roy Garbotz
<b>Division</b>	City Utilities	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Stormwater	<b>Email</b>	roy.garbotz@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

This request is for increased stormwater revenue – residential. City Utilities staff is recommending the monthly stormwater rates for residential increase by: \$0.56 for residential small, \$0.83 for residential medium, \$0.00 for residential large effective Feb. 1, 2020. These rate increases, along with forecasted residential growth, amount to a 2020 budgeted revenue increase of \$295,099.

**Strategic Plan Link** Sustainability & the environment

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

Denial or deferral would result in the operating budget being underfunded, creating potential for an operating budget deficit which would limit City Utilities’ capacity to deliver service.

**What are the desired outcomes of this request being approved?**

The desired outcome is to align the City Utilities operating budget with actuals to allow for a more accurate projection of surplus/deficit reporting, which in turn informs operational decision making.

**Recommendations:**

That Council approves a \$295,099 increase of ongoing revenue in 2020 for Stormwater revenue - residential within the City Utilities division in the IPPW department.

		Request						
		Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>								
	Residential SWM Fee	(295,099)	(295,099)					
		(295,099)	(295,099)					
<b>Expenditures</b>								
	Transfer to Water/Sewer/SWM Res	295,099	295,099					
		295,099	295,099					
<b>Net</b>			<b>0</b>					

Plan Requests

<b>Request</b>	<b>IPPW.2020.036 Stormwater Revenue - Residential - 2021</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Roy Garbotz
<b>Division</b>	City Utilities	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Stormwater	<b>Email</b>	roy.garbotz@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

This request is for increased stormwater revenue – residential. City Utilities staff is recommending the monthly stormwater rates for residential increase by: \$0.60 for residential small, \$0.89 for residential medium, \$0.00 for residential large effective Jan. 1, 2021. These rate increases, along with forecasted residential growth, amount to a 2021 budgeted revenue increase of \$284,454.

**Strategic Plan Link** Sustainability & the environment

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

Denial or deferral would result in the operating budget being underfunded, creating potential for an operating budget deficit which would limit City Utilities’ capacity to deliver service.

**What are the desired outcomes of this request being approved?**

The desired outcome is to align the City Utilities operating budget with actuals to allow for a more accurate projection of surplus/deficit reporting, which in turn informs operational decision making.

**Recommendations:**

That Council approves a \$284,454 increase of ongoing revenue in 2021 for Stormwater revenue - residential within the City Utilities division in the IPPW department.

Request							
	Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Revenue</b>							
Residential SWM Fee	(284,454)			(284,454)			
	(284,454)			(284,454)			
<b>Expenditures</b>							
Transfer to Water/Sewer/SWM Res	284,454			284,454			
	284,454			284,454			
<b>Net</b>				<b>0</b>			

Plan Requests

<b>Request</b>	<b>IPPW.2020.037 Stormwater Revenue - Residential - 2022</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Roy Garbotz
<b>Division</b>	City Utilities	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Stormwater	<b>Email</b>	roy.garbotz@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

This request is for increased stormwater revenue – residential. City Utilities staff is recommending the monthly stormwater rates for residential increase by: \$0.46 for residential small, \$0.68 for residential medium, \$0.93 for residential large effective Jan. 1, 2022. These rate increases, along with forecasted residential growth, amount to a 2022 budgeted revenue increase of \$255,231.

**Strategic Plan Link** Sustainability & the environment

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

Denial or deferral would result in the operating budget being underfunded, creating potential for an operating budget deficit which would limit City Utilities’ capacity to deliver service.

**What are the desired outcomes of this request being approved?**

The desired outcome is to align the City Utilities operating budget with actuals to allow for a more accurate projection of surplus/deficit reporting, which in turn informs operational decision making.

**Recommendations:**

That Council approves a \$255,231 increase of ongoing revenue in 2022 for Stormwater revenue - residential within the City Utilities division in the IPPW department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>							
Residential SWM Fee	(255,231)					(255,231)	
	(255,231)					(255,231)	
<b>Expenditures</b>							
Transfer to Water/Sewer/SWM Res	255,231					255,231	
	255,231					255,231	
<b>Net</b>						<b>0</b>	



# City of Waterloo

## Plan Requests

<b>Request</b>	<b>IPPW.2020.022 Water Wholesale Purchase Increase</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Roy Garbotz
<b>Division</b>	City Utilities	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Water	<b>Email</b>	roy.garbotz@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**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 budget process. The estimated cubic meter cost to purchase water from the Region of Waterloo is forecasted to increase by: \$0.0204 in 2020 (from \$1.0749 to \$1.0953 per m3) for an associated increase of \$296,575; by \$0.0208 in 2021 (from \$1.10953 to \$1.1161 per m3) for an associated increase of \$317,799; by \$0.0324 in 2022 (from \$1.1161 to \$1.1485 per m3) for an associated increase of \$439,493.

**Strategic Plan Link**      Sustainability & the environment

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

Denial or deferral would result in the operating budget being underfunded, creating potential for an operating budget deficit which would limit City Utilities' capacity to deliver service.

**What are the desired outcomes of this request being approved?**

The desired outcome is to align the City Utilities operating budget with actuals to allow for a more accurate projection of surplus/deficit reporting, which in turn informs operational decision making.

**Recommendations:**

That Council approves a \$296,575 increase of ongoing funding in 2020, \$317,799 increase of ongoing funding in 2021, \$439,493 increase of ongoing funding in 2022 for wholesale water purchase increases within the City Utilities division in the IPPW department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Expenditures</b>							
Wholesale Water Purchase	1,053,867	296,575		317,799		439,493	
Transfer to Water/Sewer/SWM Res	(1,053,867)	(296,575)		(317,799)		(439,493)	
	0	0		0		0	
<b>Net</b>		<b>0</b>		<b>0</b>		<b>0</b>	

Plan Requests

<b>Request</b>	<b>IPPW.2020.023 Sanitary Sewer Wholesale Treatment Increase</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Roy Garbotz
<b>Division</b>	City Utilities	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Sewer	<b>Email</b>	roy.garbotz@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**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 budget process. The estimated cubic meter cost to have the Region of Waterloo treat wastewater is forecasted to increase by: \$0.0490 in 2020 (from \$1.2561 to \$1.3051 per m3) for an associated increase of \$10,029; by \$0.0639 in 2021 (from \$1.3051 to \$1.3690 per m3) for an associated increase of \$1,169,169; by \$0.0671 in 2022 (from \$1.3690 to \$1.4361 per m3) for an associated increase of \$1,126,512.

**Strategic Plan Link** Sustainability & the environment

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

Denial or deferral would result in the operating budget being underfunded, creating potential for an operating budget deficit which would limit City Utilities' capacity to deliver service.

**What are the desired outcomes of this request being approved?**

The desired outcome is to align the City Utilities operating budget with actuals to allow for a more accurate projection of surplus/deficit reporting, which in turn informs operational decision making.

**Recommendations:**

That Council approves a \$10,029 increase of ongoing funding in 2020, \$1,169,169 increase of ongoing funding in 2021, \$1,126,512 increase of ongoing funding in 2022 for wholesale treatment increases within the City Utilities division in the IPPW department.

	Request						
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Expenditures</b>							
Sewage Treatment Costs	2,305,710	10,029		1,169,169		1,126,512	
Transfer to Water/Sewer/SWM Res	(2,305,710)	(10,029)		(1,169,169)		(1,126,512)	
	0	0		0		0	
<b>Net</b>		<b>0</b>		<b>0</b>		<b>0</b>	

Plan Requests

<b>Request</b>	<b>IPPW.2020.008 Clean Water Initiatives - trsf from Water to Stormwater</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Roy Garbotz
<b>Division</b>	City Utilities	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Stormwater	<b>Email</b>	roy.garbotz@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**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 by the Stormwater area to protect water quality. This annual transfer is being reduced and is to be phased out over time as the Stormwater Utility becomes a self-sustaining business unit.

**Strategic Plan Link**      Infrastructure renewal

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

Denial or deferral would result in the operating budget being underfunded, creating potential for an operating budget deficit which would limit City Utilities' capacity to deliver service.

**What are the desired outcomes of this request being approved?**

The desired outcome is to align the City Utilities operating budget with actuals to allow for a more accurate projection of surplus/deficit reporting, which in turn informs operational decision making.

**Recommendations:**

That Council approves a \$30,000 reduction of ongoing funding and a \$30,000 reduction of ongoing revenue in 2020, \$30,000 reduction of ongoing funding and a \$30,000 reduction of ongoing revenue in 2021, \$30,000 reduction of ongoing funding and a \$30,000 reduction of ongoing revenue in 2022 for Clean Water Initiatives - transfer from Water to Stormwater within the City Utilities division in the IPPW department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>							
Contrib fr Environm*Clean Water Initiat	90,000	30,000		30,000		30,000	
	90,000	30,000		30,000		30,000	
<b>Expenditures</b>							
Contrib to Environm*Clean Water	(90,000)	(30,000)		(30,000)		(30,000)	
	(90,000)	(30,000)		(30,000)		(30,000)	
<b>Net</b>		<b>0</b>		<b>0</b>		<b>0</b>	

Plan Requests

<b>Request</b>	<b>IPPW.2020.009 Sewer Inspection Permit Fee Removal</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Roy Garbotz
<b>Division</b>	City Utilities	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Stormwater	<b>Email</b>	roy.garbotz@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**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**      Infrastructure renewal

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

Denial or deferral would result in the operating budget being underfunded, creating potential for an operating budget deficit which would limit City Utilities' capacity to deliver service.

**What are the desired outcomes of this request being approved?**

The desired outcome is to align the City Utilities operating budget with actuals to allow for a more accurate projection of surplus/deficit reporting, which in turn informs operational decision making.

**Recommendations:**

That Council approves a \$10,000 reduction of ongoing revenue in 2020 for Sewer Inspection Permit Fees within the City Utilities division in the IPPW department.

Request							
	Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Revenue</b>							
Sewer Inspection Permits	10,000	10,000					
	10,000	10,000					
<b>Expenditures</b>							
Transfer to Water/Sewer/SWM Res	(10,000)	(10,000)					
	(10,000)	(10,000)					
<b>Net</b>			<b>0</b>				

Plan Requests

<b>Request</b>	<b>IPPW.2020.011 Stormwater Credit Payouts</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Roy Garbotz
<b>Division</b>	City Utilities	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Stormwater	<b>Email</b>	roy.garbotz@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

This request is to adjust the Stormwater Credit Payout Program budget based on an inflationary increase each year. As stormwater rates increase, so do the credit payouts for associated properties. 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.

**Strategic Plan Link** Sustainability & the environment

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

Denial or deferral would result in the operating budget being underfunded, creating potential for an operating budget deficit which would limit City Utilities' capacity to deliver service.

**What are the desired outcomes of this request being approved?**

The desired outcome is to align the City Utilities operating budget with actuals to allow for a more accurate projection of surplus/deficit reporting, which in turn informs operational decision making.

**Recommendations:**

That Council approves a \$5,070 increase of ongoing funding in 2020, \$5,223 increase of ongoing funding in 2021, \$5,379 increase of ongoing funding in 2022 for Stormwater Credit Payouts within the City Utilities division in the IPPW department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Expenditures</b>							
Residential SWM Credit*SWM Credit	6,955	2,250		2,318		2,387	
Multi-Residential SWM Credit*SWM	2,782	900		927		955	
Institutional SWM Credit*SWM Credit	834	270		278		286	
Commercial/Industrial SWM	5,101	1,650		1,700		1,751	
Transfer to Water/Sewer/SWM Res	(15,672)	(5,070)		(5,223)		(5,379)	
	0	0		0		0	
<b>Net</b>		<b>0</b>		<b>0</b>		<b>0</b>	

Plan Requests

<b>Request</b>	<b>IPPW.2020.014 City Utilities Operators - Wat</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Roy Garbotz
<b>Division</b>	City Utilities	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Water	<b>Email</b>	roy.garbotz@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

The Water Distribution section of City Utilities requires two additional front line workers to continue providing water distribution maintenance and related projects for customers. By adding additional front line workers to the crew, it will increase capacity to complete more work internally under City Utilities direction (vs outsourcing) in addition to assisting with Winter Control operations.

**Strategic Plan Link**      Infrastructure renewal

**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 address the backlog of critical infrastructure maintenance. Failure to fund this would create an additional need to further outsource tasks to 3rd party contractors. Winter Control operations will also have less dedicated staff to draw from.

**What are the desired outcomes of this request being approved?**

Maintain current service levels while ensuring compliance with legislation and continued maintenance of city assets. Goal is to complete more work with internal staff. Having dedicated winter control staff to create more experienced operators.

**Recommendations:**

That Council approves a \$181,622 increase of ongoing funding and a \$1,000 increase of one-time funding in 2020 for the addition of two Water Distribution crew members within the City Utilities division in the IPPW department.

Request							
	Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Expenditures</b>							
Wages-Full Time	119,320	119,320					
Benefits	60,822	60,822					
General Employee Training	1,000	1,000					
Communications	1,480	480	1,000				
Transfer to Water/Sewer/SWM Res	(182,622)	(181,622)	(1,000)				
	0	0	0				
<b>Net</b>		<b>0</b>	<b>0</b>				

Plan Requests

<b>Request</b>	<b>IPPW.2020.015 City Utilities Operator - Sani</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Roy Garbotz
<b>Division</b>	City Utilities	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Sewer	<b>Email</b>	roy.garbotz@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

The Sanitary Sewer section of City Utilities requires an additional front line worker to continue providing maintenance and construction related projects for customers. By adding an additional front line worker to the sewer crew, it will increase capacity to complete more work internally under City Utilities direction (vs outsourcing) in addition to assisting with Winter Control operations.

**Strategic Plan Link**      Infrastructure renewal

**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 address the backlog of critical infrastructure maintenance. Failure to fund this would create an additional need to further outsource tasks to 3rd party contractors. Winter Control operations will also have less dedicated staff to draw from.

**What are the desired outcomes of this request being approved?**

Maintain current service levels while ensuring compliance with legislation and continued maintenance of City assets. Goal is to complete more work with internal staff. Having dedicated winter control staff to create more experienced operators.

**Recommendations:**

That Council approves a \$90,811 increase of ongoing funding and a \$500 increase of one-time funding in 2021 for an additional Sanitary Sewer crew member within the City Utilities division in the IPPW department.

Request							
	Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Expenditures</b>							
Wages-Full Time	59,660			59,660			
Benefits	30,411			30,411			
General Employee Training	500			500			
Communications	740			240	500		
Transfer to Water/Sewer/SWM Res	(91,311)			(90,811)	(500)		
	0			0	0		
<b>Net</b>				<b>0</b>	<b>0</b>		

Plan Requests

<b>Request</b>	<b>IPPW.2020.017 City Utilities Field Staff - Swm</b>		
<b>Department</b>	Integrated Planning & Public Works	Prepared By	Roy Garbotz
<b>Division</b>	City Utilities	Phone Number	519-886-2310
<b>Section</b>	Stormwater	Email	roy.garbotz@waterloo.ca
		Date	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**  
 The Stormwater section of City Utilities requires an additional front line worker to continue providing maintenance and construction related projects for customers. By adding an additional front line worker to Stormwater, it will increase capacity to complete more work internally under City Utilities direction (vs outsourcing) in addition to assisting with Winter Control operations.

**Strategic Plan Link** Infrastructure renewal

**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 address the backlog of critical infrastructure maintenance. Failure to fund this would create an additional need to further outsource tasks to 3rd party contractors. Winter Control operations will also have less dedicated staff to draw from.

**What are the desired outcomes of this request being approved?**  
 Maintain current service levels while ensuring compliance with legislation and continued maintenance of City assets. Goal is to complete more work with internal staff. Having dedicated winter control staff to create more experienced operators.

**Recommendations:**  
 That Council approves a \$85,870 increase of ongoing funding and a \$500 increase of one-time funding in 2021 for an additional Stormwater crew member within the City Utilities division in the IPPW department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Expenditures</b>							
Wages-Full Time	55,940			55,940			
Benefits	29,190			29,190			
General Employee Training	500			500			
Communications	740			240	500		
Transfer to Water/Sewer/SWM Res	(86,370)			(85,870)	(500)		
	0			0	0		
<b>Net</b>				<b>0</b>	<b>0</b>		



Plan Requests

<b>Request</b>	<b>IPPW.2020.018 Manager of Stormwater &amp; Construction</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Roy Garbotz
<b>Division</b>	City Utilities	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Stormwater	<b>Email</b>	roy.garbotz@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

The Stormwater section of City Utilities currently does not have a dedicated manager. The annual budget is not being fully utilized as a result of not having a manager to oversee the vast operational demands. Stormwater is a growing concern because of climate changes the City is experiencing, especially with some of the failing infrastructure. The Manager of Sanitary Sewer Operations currently oversees both Sanitary Sewer & Stormwater operations in addition to the construction crew by coordinating servicing projects internally and externally. By adding a dedicated manager to Stormwater, it will increase overall capacity in Sanitary Sewer, Stormwater, and construction operations, along with addressing numerous drainage complaints received from residents.

**Strategic Plan Link**      Infrastructure renewal

**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 address the backlog of critical infrastructure maintenance. Failure to fund this would create an additional need to further outsource tasks to 3rd party contractors. Due to climate changes and possible Stormwater legislation (following the same requirements of Water and Wastewater) the City needs to be prepared to ensure the stormwater system, and all applicable appurtenances, are covered by a dedicated operations team.

**What are the desired outcomes of this request being approved?**

Maintain current service levels while ensuring compliance with all legislation and continued maintenance of City Utilities assets. Goal is to complete more work with internal staff vs contract out to 3rd party companies at often higher costs.

**Recommendations:**

That Council approves a \$157,4625 increase of ongoing funding and a \$8,000 increase of one-time funding in 2020 for the addition of a Manager of Stormwater & Construction within the City Utilities division in the IPPW department.

Request							
	Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Expenditures</b>							
Salary-Full Time	115,819	115,819					
Benefits	28,403	28,403					
Association Memberships	1,000	1,000					
Training & Conferences	1,000	1,000					
Communications	3,240	240	3,000				
Capital Expenditures	5,000		5,000				
City Fleet	11,000	11,000					
Transfer to Water/Sewer/SWM Res	(165,462)	(157,462)	(8,000)				
	0	0	0				
<b>Net</b>		<b>0</b>	<b>0</b>				

Plan Requests

<b>Request</b>	<b>IPPW.2020.019 Supervisor of Stormwater &amp; Construction</b>		
<b>Department</b>	Integrated Planning & Public Works	<b>Prepared By</b>	Roy Garbotz
<b>Division</b>	City Utilities	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Stormwater	<b>Email</b>	roy.garbotz@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

The Stormwater section of City Utilities currently splits the supervisor role with the Sanitary Sewer section (50/50 budget split). The supervisor is responsible for both Sewer & Stormwater operations and the construction crew. By adding a dedicated supervisor to Stormwater, it will increase capacity in both sections and allow further oversight into the vast stormwater operational demands and system deficiencies. This budget request has a \$76,259 increase of ongoing funding and a \$3,000 increase of one-time funding in 2020 for Stormwater and a \$64,269 increase of ongoing funding in 2020 for Sanitary Sewer.

**Strategic Plan Link**      Infrastructure renewal

**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 address the backlog of critical infrastructure maintenance. Failure to fund this would create an additional need to further outsource tasks to 3rd party contractors. Due to climate changes and possible Stormwater legislation (following the same requirements of Water and Wastewater) the City needs to be prepared to ensure the stormwater system, and all applicable appurtenances, are covered by a dedicated operations team.

**What are the desired outcomes of this request being approved?**

Maintain current service levels while ensuring compliance with all legislation and continued maintenance of City Utilities assets. Goal is to complete more work with internal staff vs contract out to 3rd party companies at often higher costs.

**Recommendations:**

That Council approves a \$140,528 increase of ongoing funding and a \$3,000 increase of one-time funding in 2020 for the addition of a Supervisor of Stormwater & Construction within the City Utilities division in the IPPW department.

Request							
	Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Expenditures</b>							
Salary-Full Time	101,758	101,758					
Benefits	25,780	25,780					
Association Memberships	750	750					
Training & Conferences	1,000	1,000					
Communications	3,240	240	3,000				
City Fleet	11,000	11,000					
Transfer to Water/Sewer/SWM Res	(143,528)	(140,528)	(3,000)				
	0	0	0				
<b>Net</b>		<b>0</b>	<b>0</b>				

Plan Requests

<b>Request</b>	<b>CAO.2020.007 Parking Enterprise Hourly Revenue Increase</b>		
<b>Department</b>	Office of the Chief Administrative Officer	<b>Prepared By</b>	Christine Tettman
<b>Division</b>	Economic Development	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Parking	<b>Email</b>	Christine.Tettman@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

This request is for increased hourly parking revenue as approved by Council on June 17, 2019 through CAO2019-022 - 2020 Parking Rate report. For 2020 & 2021 there is no hourly parking rates increase (0%). For 2022 the hourly parking rates are forecasted to increase by \$0.25 resulting in a projected hourly revenue increase of \$15,158.

**Strategic Plan Link** Economic growth & development

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

If the Parking hourly revenue budget is not adjusted, it will be a lost opportunity, as the excess income generated cannot be relied upon to offset other Parking Enterprise expenses.

**What are the desired outcomes of this request being approved?**

Maintain current Parking service levels while ensuring compliance with all legislation. Outcomes will be measured via feedback from Parking customers and stakeholders.

**Recommendations:**

That Council approves a \$15,158 increase of ongoing revenue in 2022 for Parking Hourly Revenue within the Economic Development division within the CAO department.

Request							
	Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Revenue</b>							
Meter Parking	(15,158)					(15,158)	
	(15,158)					(15,158)	
<b>Expenditures</b>							
Trfr to Parking Res Fund	15,158					15,158	
	15,158					15,158	
<b>Net</b>						<b>0</b>	

Plan Requests

<b>Request</b>	<b>CAO.2020.008 Parking Enterprise Permit Revenue Increase</b>		
<b>Department</b>	Office of the Chief Administrative Officer	<b>Prepared By</b>	Christine Tettman
<b>Division</b>	Economic Development	<b>Phone Number</b>	519-886-2310
<b>Section</b>	Parking	<b>Email</b>	Christine.Tettman@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

This request is for increased permit parking revenue as approved by Council on June 17, 2019 through CAO2019-022 - 2020 Parking Rate report. For 2020, the monthly parking permit rates will increase by 2.0% resulting in a projected permit revenue increase of \$56,472. For 2021, the monthly parking permit rates are forecasted to increase by 2.0% resulting in a projected permit revenue increase of \$21,145. For 2022, the monthly parking permit rates are forecasted to increase by 2.0% resulting in a projected permit revenue increase of \$28,243.

**Strategic Plan Link** Economic growth & development

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

If the Parking permit revenue budget is not adjusted, it will be a lost opportunity, as the excess income generated cannot be relied upon to offset other Parking enterprise expenses.

**What are the desired outcomes of this request being approved?**

Maintain current Parking service levels while ensuring compliance with all legislation. Outcomes will be measured via feedback from Parking customers and stakeholders.

**Recommendations:**

That Council approves a \$56,472 increase of ongoing revenue in 2020, \$21,145 increase of ongoing revenue in 2021, \$28,243 increase of ongoing revenue in 2022 for Parking Permit Revenue within the Economic Development division in the CAO department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>							
Charge Parking Permits	(105,860)	(56,472)		(21,145)		(28,243)	
	(105,860)	(56,472)		(21,145)		(28,243)	
<b>Expenditures</b>							
Trfr to Parking Res Fund	105,860	56,472		21,145		28,243	
	105,860	56,472		21,145		28,243	
<b>Net</b>		<b>0</b>		<b>0</b>		<b>0</b>	

Plan Requests

**Request** CAO.2020.010 Parking Enterprise Hourly Revenue Increase HONK Mobile  
**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 December 09, 2019  
**Version** Council Approved **Budget Year** 2020

**Description of Request:**  
 This request is for increased hourly parking revenue as approved by Council on June 17, 2019 through CAO2019-022 - 2020 Parking Rate report resulting from HONK Mobile. HONK Mobile is a complimentary service offering intended to provide parking patrons with more options to extend their stay in the Uptown. The goal of this program was to be revenue neutral; however the program has exceeded initial revenue expectations. As a result increased hourly parking revenue of \$20,000 is being recommended for approval as part of the 2020 operating budget process.

**Strategic Plan Link** Economic growth & development

**Describe the risks related to this request if denied or deferred (likelihood and impact):**  
 If the Parking HONK Mobile hourly revenue budget is not adjusted, it will be a lost opportunity, as the excess income generated cannot be relied upon to offset other Parking enterprise expenses.

**What are the desired outcomes of this request being approved?**  
 Maintain current Parking service levels while ensuring compliance with all legislation. Outcomes will be measured via feedback from Parking customers and stakeholders.

**Recommendations:**  
 That Council approves a \$20,000 increase of ongoing revenue in 2020 for Parking Hourly HONK Mobile Revenue within the Economic Development division in the CAO department.

		Request						
		Total	2020 . Ongoing	2020 One Time	2021 . Ongoing	2021 One Time	2022 . Ongoing	2022 One Time
<b>Revenue</b>								
	Meter Parking*Honk Mobile	(20,000)	(20,000)					
		(20,000)	(20,000)					
<b>Expenditures</b>								
	Trfr to Parking Res Fund	20,000	20,000					
		20,000	20,000					
	<b>Net</b>			<b>0</b>				

Plan Requests

<b>Request</b>	<b>COMM.2020.018 Rental Housing Multi Year Program Exp and Rev Adj</b>		
<b>Department</b>	Community Services	<b>Prepared By</b>	Kim Reger
<b>Division</b>	Municipal Enforcement	<b>Phone Number</b>	519-747-8750
<b>Section</b>	Rental Housing	<b>Email</b>	kim.reger@waterloo.ca
		<b>Date</b>	December 09, 2019
<b>Version</b>	Council Approved	<b>Budget Year</b>	2020

**Description of Request:**

The Rental Housing budget is being adjusted to take into account the 10 year forecast prepared via COM2018-025 and the recent fees and charges update in COM2019-024. Fees were adjusted to take into account full expenses of the delivering the program, including a 0.5 FTE reduction. Expenses were increased to address a shortfall in bank service charges, to save for a vehicle replacement and incorporate an increased share of overhead expense.

**Strategic Plan Link** Healthy community & resilient neighbourhoods

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

The risk related the denial or deferral of this request would be to push the rental housing program further into a deficit and make the operation of the program untenable with the current fee structure approved in COM2019-024.

**What are the desired outcomes of this request being approved?**

The desired outcome of this request being approved is to keep the rental housing program operational with the fee structure approved on COM2019-024.

**Recommendations:**

That Council approves a \$82,678 increase of ongoing funding and a \$82,678 increase of ongoing revenue in 2020, \$84,616 increase of ongoing funding and a \$84,616 increase of ongoing revenue in 2021, \$72,764 increase of ongoing funding and a \$72,764 increase of ongoing revenue in 2022 for operating requirements within the Municipal Enforcement division in the Community Services department.

Request							
	Total	2020 . Ongoing	2020 . One Time	2021 . Ongoing	2021 . One Time	2022 . Ongoing	2022 . One Time
<b>Revenue</b>							
Rental Housing Revenue Townhouse	(78,332)	(75,628)		(1,438)		(1,266)	
Rental Housing Revenue-A	(211,504)	(70,921)		(73,290)		(67,293)	
Rental Housing Revenue-B	(22,185)	(16,603)		(2,786)		(2,796)	
Rental Housing Revenue-D	26,047	35,503		(5,068)		(4,388)	
Rental Housing Revenue-E	(5,600)	(3,565)		(1,022)		(1,013)	
Rental Housing Revenue Consultation	43,820	43,820					
Rental Housing Revenue-Z	2,696	4,716		(1,012)		(1,008)	
Trf frm Bld Permit Res Fund 124	5,000					5,000	
	<u>(240,058)</u>	<u>(82,678)</u>		<u>(84,616)</u>		<u>(72,764)</u>	
<b>Expenditures</b>							
Salary-Full Time	(38,171)	(38,171)					
Benefits	(7,293)	(7,293)					
Bank Service Charges	12,000	12,000					
Vehicle Capital Recovery	5,429			2,714		2,715	
General Government Overhead	5,000					5,000	
OH-Contribution to Op Budget	(5,000)					(5,000)	
Transfer to Water/Sewer/SWM Res	15,000					15,000	
Trf to Rental Housing Res	253,093	116,142		81,902		55,049	
	<u>240,058</u>	<u>82,678</u>		<u>84,616</u>		<u>72,764</u>	
<b>Net</b>		<b>0</b>		<b>0</b>		<b>0</b>	