

Budget Request - Infrastructure Investment

I1-I7

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City of Waterloo

Plan Requests

| | | | |
|-------------------|--|---------------------|-----------------------------|
| Request | CAO.2020.002 Asset Management Analyst | | |
| 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:

The asset management (AM) Analyst is a central position to successfully operationalize and sustain AM activities and information. The purpose of this request is to convert the existing AM Analyst contract to a permanent position. This position will be offset by an Enterprise contribution based on the current asset ownership values. Additionally this position is included in the proposed Increased infrastructure funding. This was originally identified in the LTFP report CORP2018-011 (2.3.3 Staff Resources) which recommends that staff resources that are intended to assist with the implementation of additional capital reinvestment activities be funded by the increased infrastructure funding.

Strategic Plan Link Infrastructure renewal

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

The Province of Ontario has passed the Asset Management Planning (AMP) for Municipal Infrastructure regulation (O. Reg. 588/17) and identifies requirements that the City must meet over the 2019-2024 time frame. Without this position, the inventory and condition data updates will be delayed resulting in impacts to the 2020 AMP update along with progress towards complying with O'Reg 588/17.

What are the desired outcomes of this request being approved?

The AM system (Decision Support System) will be updated and the 2020 AMP will reflect current information. This position will assist with meeting requirements under O'Reg 588/17 in accordance with the identified timelines over the 2019-2024 time frame.

Recommendations:

That Council approves a \$107,340 increase of ongoing funding in 2021 for an Asset Management Analyst within the CAO's Office division in the CAO department. This will be offset by a \$52,489 recovery from enterprises.

| Request | | | | | | | |
|---------------------------------|---------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|
| | Total | 2020 . Ongoing | 2020 . One Time | 2021 . Ongoing | 2021 . One Time | 2022 . Ongoing | 2022 . One Time |
| Revenue | | | | | | | |
| General Government OH | (52,489) | | | (52,489) | | | |
| | (52,489) | | | (52,489) | | | |
| Expenditures | | | | | | | |
| Salary-Full Time | 82,024 | | | 82,024 | | | |
| Benefits | 22,036 | | | 22,036 | | | |
| Association Memberships | 600 | | | 600 | | | |
| Training & Conferences | 1,080 | | | 1,080 | | | |
| Software Mtc Contracts | 500 | | | 500 | | | |
| Car Allowance | 400 | | | 400 | | | |
| Copy | 450 | | | 450 | | | |
| Office Supplies | 250 | | | 250 | | | |
| General Government Overhead | 52,489 | | | 52,489 | | | |
| Transfer to Water/Sewer/SWM Res | (50,664) | | | (50,664) | | | |
| Trfr to Parking Res Fund | (1,610) | | | (1,610) | | | |
| Trf to Cemetry Reserve Fund | (215) | | | (215) | | | |
| | 107,340 | | | 107,340 | | | |
| Net | 54,851 | | | 54,851 | | | |

Plan Requests

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|-------------------|---|---------------------|-----------------------------|
| Request | CAO.2020.003 Data Management Analyst | | |
| 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:

The Data Management Analyst is a central position to successfully operationalize and sustain asset management activities and information. The purpose of this request is to convert the existing contract to a permanent position. This position will be offset by an Enterprise contribution based on the current asset ownership values. Additionally this position is included in the proposed Increased infrastructure funding. This was originally identified in the LTFP report CORP2018-011 (2.3.3 Staff Resources) which recommends that staff resources that are intended to assist with the implementation of additional capital reinvestment activities be funded by the increased infrastructure funding.

Strategic Plan Link Infrastructure renewal

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

The Province of Ontario has passed the Asset Management Planning (AMP) for Municipal Infrastructure regulation (O. Reg. 588/17) and identifies requirements that the city must meet over the 2019-2024 timeframe. Without this position, updates for inventory and condition data within the asset management system (Decision Support System - "DSS") will require the assistance of a consultant and will result in delays that will impact the 2020 AMP update along with progress towards complying with O'Reg 588/17.

What are the desired outcomes of this request being approved?

The DSS will be updated and the 2020 AMP will reflect current information. This position will assist with meeting requirements under O'Reg 588/17 in accordance with the identified timelines over the 2019-2024 time frame.

Recommendations:

That Council approves a \$107,340 increase of ongoing funding in 2020 for a Data Management Analyst within the CAO's Office division in the CAO department. This will be offset by a \$52,489 recovery from enterprises.

Request

| | Total | 2020 . Ongoing | 2020 One Time | 2021 . Ongoing | 2021 One Time | 2022 . Ongoing | 2022 One Time |
|---------------------------------|---------------|-------------------|------------------|-------------------|------------------|-------------------|------------------|
| Revenue | | | | | | | |
| General Government OH | (52,489) | (52,489) | | | | | |
| | (52,489) | (52,489) | | | | | |
| Expenditures | | | | | | | |
| Salary-Full Time | 82,024 | 82,024 | | | | | |
| Benefits | 22,036 | 22,036 | | | | | |
| Association Memberships | 600 | 600 | | | | | |
| Training & Conferences | 1,080 | 1,080 | | | | | |
| Software Mtc Contracts | 500 | 500 | | | | | |
| Car Allowance | 400 | 400 | | | | | |
| Copy | 450 | 450 | | | | | |
| Office Supplies | 250 | 250 | | | | | |
| General Government Overhead | 52,489 | 52,489 | | | | | |
| Transfer to Water/Sewer/SWM Res | (50,664) | (50,664) | | | | | |
| Trfr to Parking Res Fund | (1,610) | (1,610) | | | | | |
| Trf to Cemetry Reserve Fund | (215) | (215) | | | | | |
| | 107,340 | 107,340 | | | | | |
| Net | 54,851 | 54,851 | | | | | |

Plan Requests

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|-------------------|---|---------------------|--------------------------------|
| Request | COMM.2020.012 Increased Preventative Mtc Funding for Env & Parks | | |
| Department | Community Services | Prepared By | Jeff Silcox-Childs |
| Division | Environment & Parks | Phone Number | 519-886-2310 |
| Section | Waterloo Park | Email | jeff.silcox-childs@waterloo.ca |
| | | Date | December 09, 2019 |
| Version | Council Approved | Budget Year | 2020 |

Description of Request:

As recommended by the LTFP Steering Committee an annual increase in preventative maintenance funding is being recommended to help assets reach their intended useful life and reduce the risk of premature asset failure. The annual increase in preventative maintenance funding is based on the same annual inflationary increase that CRF & CIRRF receive (2.94%) and has been calculated using the estimated current tax base preventative maintenance budget of approximately \$4.6 million city-wide. For 2020 the recommended preventative maintenance increase of \$135,000 is being allocated to Environment and Park Services for increased preventative maintenance of our City's parks (trails, playgrounds and trees).

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 result in a delay in completing routine and preventative maintenance within the City's parks and can cause larger capital needs in the future to replace items instead of repairing issue in a timely manner ensuring assets reach their intended useful life.

What are the desired outcomes of this request being approved?

Increased preventative maintenance on the City's assets will assist in maintaining the City's assets longer, creating and maintaining safe, accessible and vibrant public spaces that promote opportunities for diverse use.

Recommendations:

That Council approves a \$135,000 increase of ongoing funding in 2020 for Parks preventative maintenance 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 |
| Expenditures | | | | | | | |
| Field Supplies | 55,000 | 55,000 | | | | | |
| Maintenance-Outdoor Rink | 35,000 | 35,000 | | | | | |
| Maintenance-Outdoor Rinks | 15,000 | 15,000 | | | | | |
| Environmental Waste | 30,000 | 30,000 | | | | | |
| | 135,000 | 135,000 | | | | | |
| Net | 135,000 | 135,000 | | | | | |

Plan Requests

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|-------------------|--|---------------------|------------------------|
| Request | COMM.2020.014 Increased Preventative Mtc Funding for Facilities | | |
| Department | Community Services | Prepared By | Sunda Siva |
| Division | Facility Design & Management Services | Phone Number | 519-886-2310 |
| Section | Facilities | Email | sunda.siva@waterloo.ca |
| | | Date | December 09, 2019 |
| Version | Council Approved | Budget Year | 2020 |

Description of Request:

As recommended by the LTFP Steering Committee an annual increase in preventative maintenance funding is being recommended to help assets reach their intended useful life and reduce the risk of premature asset failure. The annual increase in preventative maintenance funding is based on the same annual inflationary increase that CRF & CIRRF receive (2.94%) and has been calculated using the estimated current tax base preventative maintenance budget of approximately \$4.6 million city-wide. For 2022 the recommended preventative maintenance increase of \$145,000 is being allocated to FDM for increased roof, back flow and high voltage preventative maintenance work including a CUPE position.

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 result in a delay in completing routine and preventative maintenance within the City's buildings and can cause larger capital needs in the future to replace items instead of repairing in a timely manner ensuring assets reach their intended useful life.

What are the desired outcomes of this request being approved?

Increased preventative maintenance on the City's assets will assist in maintaining the City's assets longer, creating and maintaining safe, accessible and vibrant public facilities that promote opportunities for diverse use.

Recommendations:

That Council approves a \$145,000 increase of ongoing funding in 2022 for preventative 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 |
| Expenditures | | | | | | | |
| Wages-Full Time | 54,220 | | | | | 54,220 | |
| Benefits | 28,625 | | | | | 28,625 | |
| Mechanical Training | 2,000 | | | | | 2,000 | |
| Communications | 240 | | | | | 240 | |
| Maintenance-Building* Inspections | 59,915 | | | | | 59,915 | |
| | 145,000 | | | | | 145,000 | |
| Net | 145,000 | | | | | 145,000 | |

Plan Requests

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|-------------------|--|---------------------|-------------------------|
| Request | CORP.2020.003 Procurement Specialist Position | | |
| Department | Corporate Services | Prepared By | Tracie Bell |
| Division | Fleet & Procurement | Phone Number | 515-886-2310 |
| Section | Procurement | Email | tracie.bell@waterloo.ca |
| | | Date | December 09, 2019 |
| Version | Council Approved | Budget Year | 2020 |

Description of Request:

The Procurement Team is currently comprised of 4 FTE's, responsible for ensuring that over \$30M worth of contracts are properly procured and supported by legally binding agreements. This team is also responsible for managing the stockroom supporting operational needs. Increased procurement volumes, more complex projects and new procurement methods have necessitated the need for additional procurement resources. This position will be offset by an Enterprise contribution based on the estimated procurement effort. Additionally this position is included in the proposed increased infrastructure funding, identified in the LTFP report CORP2018-011 which recommends that increased related staff resources be funded by the increased infrastructure funding.

Strategic Plan Link Infrastructure renewal

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

Delays to capital/corporate projects as existing resources manage increased project volumes. Not having capacity to 1) undertake process improvement initiatives such as transition to e-tendering/e-bonding, could impact suppliers' willingness to bid on City contracts; 2) to participate in professional development could result in financial or reputational risk to the City 3) limit the ability to provide value added services that support the strategic plan (Supplier Performance Program and Social Procurement Policy).

What are the desired outcomes of this request being approved?

Maintain current service levels while ensuring compliance with all legislation. Continue process improvement initiatives, and research and implement new programs that support the City's strategic plan.

Recommendations:

That Council approves a \$121,005 increase of ongoing funding in 2020 for a Procurement Specialist Position within the Fleet & Procurement division in the Corporate Services department. This will be offset by a \$28,199 recovery from enterprises.

| | | Request | | | | | | |
|---------------------------------|--|---------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|
| | | Total | 2020 . Ongoing | 2020 . One Time | 2021 . Ongoing | 2021 . One Time | 2022 . Ongoing | 2022 . One Time |
| Revenue | | | | | | | | |
| General Government OH | | (28,199) | (28,199) | | | | | |
| | | (28,199) | (28,199) | | | | | |
| Expenditures | | | | | | | | |
| Salary-Full Time | | 91,890 | 91,890 | | | | | |
| Benefits | | 23,875 | 23,875 | | | | | |
| Training & Conferences | | 1,000 | 1,000 | | | | | |
| Communications | | 240 | 240 | | | | | |
| Capital Expenditures | | 2,000 | 2,000 | | | | | |
| Miscellaneous Expenditure | | 2,000 | 2,000 | | | | | |
| General Government Overhead | | 28,199 | 28,199 | | | | | |
| Transfer to Water/Sewer/SWM Res | | (22,673) | (22,673) | | | | | |
| Trfr to Parking Res Fund | | (193) | (193) | | | | | |
| Trf to Bld Permit Res Fund | | (1,156) | (1,156) | | | | | |
| Trf to Cemetry Reserve Fund | | (1,127) | (1,127) | | | | | |
| Trf to Fleet Equip Reserve | | (3,008) | (3,008) | | | | | |
| Trf to Rental Housing Res | | (42) | (42) | | | | | |
| | | 121,005 | 121,005 | | | | | |
| Net | | 92,806 | 92,806 | | | | | |

Plan Requests

| | | | |
|-------------------|---|---------------------|-----------------------------|
| Request | TRAN.2020.017 Increased Infrastructure Funding as per LTFP | | |
| Department | Corporate Transactions | Prepared By | Filipa Reynolds |
| Division | Other Corp Transactions | Phone Number | 519-747-8711 |
| Section | Other Corporate Transactions | Email | Filipa.Reynolds@waterloo.ca |
| | | Date | February 10, 2020 |
| Version | Council Approved | Budget Year | 2020 |

Description of Request:

This request is for increased infrastructure funding. Based on CORP2019-075 Long Term Financial Plan Update, the average annual funding gap for TaxBase assets is estimated to be approx. \$17M. Council previously directed staff via CORP2018-011 to consider increased infrastructure funding opportunities as part of the 2020-2022 budget. For 2020, a 0.8% increase in infrastructure funding (allocated to CIRRF) is being recommended with 0.3% funded from a tax increase above inflation and 0.5% funded by a portion of Waterloo North Hydro Dividend revenue being directed to CIRRF. For 2021 a 0.9% increase and 2022 a 1.0% increase (as revised by Council on Budget Day) in infrastructure funding (allocated to CIRRF) is being recommended funded from a tax increase.

Strategic Plan Link Infrastructure renewal

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

If this request is denied or deferred, it will result in a significant delay in closing the infrastructure funding gap. This will result in the city's tax base assets declining to a level that is anticipated to be unacceptable. Additionally the transition to a sustainable infrastructure funding level will be extended further. Lastly the associated staff resources being partially funded through the increased infrastructure funding will not be able to proceed as proposed.

What are the desired outcomes of this request being approved?

The desired outcome is to continue to address the infrastructure deficit as identified as one of the strategic goals in the 2019-2022 Strategic Plan.

Recommendations:

That Council approves a \$601,993 increase of ongoing funding in 2020, \$721,832 increase of ongoing funding in 2021 and a \$816,000 increase of ongoing funding in 2022 for Increased Infrastructure Funding allocated to CIRRF within the Corporate Transactions department. And that Council approves an offsetting \$374,825 increase of ongoing revenue in 2020 from Waterloo North Hydro Dividend within the Corporate Transactions department.

| | | Request | | | | | | |
|-------------------------------|------------|------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|
| | | Total | 2020 . Ongoing | 2020 . One Time | 2021 . Ongoing | 2021 . One Time | 2022 . Ongoing | 2022 . One Time |
| Revenue | | | | | | | | |
| Waterloo North Hydro Dividend | | (374,825) | (374,825) | | | | | |
| | | (374,825) | (374,825) | | | | | |
| Expenditures | | | | | | | | |
| Transfer to CIRRF | | 2,139,825 | 601,993 | | 721,832 | | 816,000 | |
| | | 2,139,825 | 601,993 | | 721,832 | | 816,000 | |
| | Net | 1,765,000 | 227,168 | | 721,832 | | 816,000 | |

Plan Requests

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|-------------------|--|---------------------|-------------------------------|
| Request | IPPW.2020.002 Increased Preventative Mtc Funding for Transportation | | |
| Department | Integrated Planning & Public Works | Prepared By | Christine Koehler |
| Division | Transportation | Phone Number | 519-886-2310 |
| Section | Transportation Operations | Email | christine.koehler@waterloo.ca |
| | | Date | December 09, 2019 |
| Version | Council Approved | Budget Year | 2020 |

Description of Request:

An annual increase in preventative maintenance funding is recommended by the LTFP Steering Committee to help assets reach their intended useful life and reduce the risk of premature asset failure. The annual increase in preventative maintenance (PM) funding is based on the same annual inflationary increase that CRF & CIRRF receive (2.94%) and has been calculated using the estimated current tax base PM budget of approximately \$4.6 million city-wide. For 2021, the recommended preventative maintenance increase of \$140,000 is being allocated to Transportation Services for an Operations Analyst and repair materials. The Analyst will coordinate and maintain asset records and identifying assets in need of preventative maintenance treatments.

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 result in a delay in completing routine and preventative maintenance within the City's road network and can cause larger capital needs in the future to replace items instead of repairing issue in a timely manner ensuring assets reach their intended useful life.

What are the desired outcomes of this request being approved?

Increased preventative maintenance on the City's assets will assist in maintaining the City's assets longer, creating and maintaining safe, accessible and vibrant public spaces that promote opportunities for diverse use.

Recommendations:

That Council approves a \$140,000 increase of ongoing funding in 2021 for an Operations Analyst and Preventative Maintenance Repair Materials 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 |
| Expenditures | | | | | | | |
| Salary-Full Time | 82,023 | | | 82,023 | | | |
| Benefits | 22,036 | | | 22,036 | | | |
| Association Memberships | 500 | | | 500 | | | |
| Communications | 240 | | | 240 | | | |
| Construction & Constr | 35,201 | | | 35,201 | | | |
| | 140,000 | | | 140,000 | | | |
| Net | 140,000 | | | 140,000 | | | |