
REPORT TO: Finance and Corporate Services Committee

DATE OF MEETING: December 13, 2021

SUBMITTED BY: Ryan Hagey, Director of Financial Planning, 519-741-2200 ext. 7353

PREPARED BY: Ryan Hagey, Director of Financial Planning, 519-741-2200 ext. 7353

WARD(S) INVOLVED: All

DATE OF REPORT: December 7, 2021

REPORT NO.: FIN-2021-62

SUBJECT: 2022 Final Budget

RECOMMENDATION:
For discussion.

REPORT HIGHLIGHTS:

- Detailed reports/presentations related to the Operating and Capital budgets have already been reviewed by Council in dedicated meetings.
- All utility rates (gas, water, sewer and storm) as well as user fees have already been approved by Council.
- The proposed tax rate increase of 1.9% represents a \$21 impact to the average homeowner.
- The final budget package provides supplemental information which will ultimately result in an approved budget and property tax levy for all City services

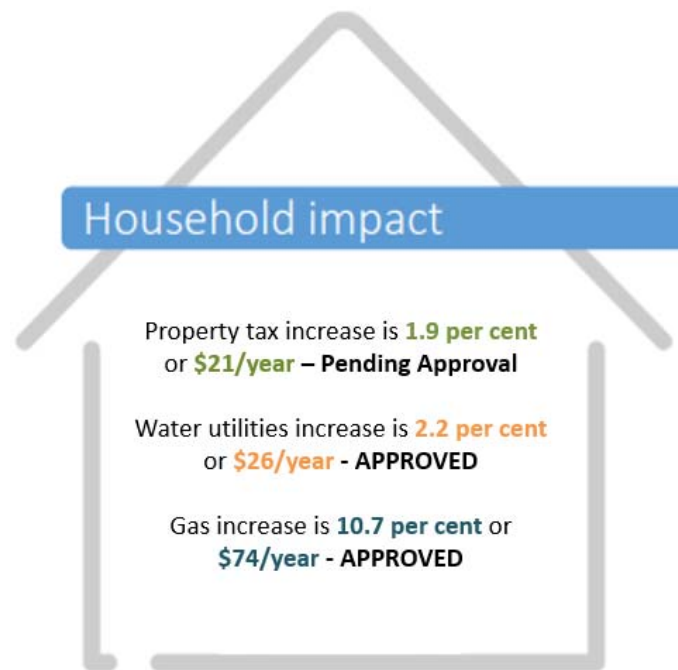
BACKGROUND:

The budget is the City of Kitchener's annual financial plan, and is the primary basis of financial decision making. The budget process includes stand alone meetings to discuss the operating and capital budgets, as well as opportunities for public input. All of this culminates in budgets being struck as part of the final budget discussion and approval. This process allows Council to prioritize the programs and services delivered by the City and sets direction for the work to be completed this year as well as future years referenced in the budget forecast.

This final budget day report and supporting information is purposely short. Detailed reports and presentations on the Operating and Capital budgets were already considered and discussed by Committee in November. As well, all utility rates (gas, water, sewer and storm) as well as user fees have already been approved by Council.

This final budget day package is meant to supplement those more thorough budget documents and is primarily meant to provide follow up information requested about the Operating Budget, Capital Budget, and specific information required by the Municipal Act.

A summary of the impact on the average homeowner is shown in the graphic to the right. The proposed tax rate increase of 1.9% is slightly below the two-year average for CPI inflation (2.0%), which is Council's endorsed tax rate setting policy, and is well below the current annual rate of inflation (3.1%). The approved water utilities rate increase of 2.2% is less than half of the originally projected 4.5% increase for 2022 and is largely driven by passing through Regional increases to water supply and sanitary processing while holding the City's portion of the rate flat at 2021 levels. The approved natural gas rate increase of 10.4%, is driven primarily by increasing market costs for natural gas and is consistent with increases proposed by other Ontario gas distribution companies.



REPORT:

Operating Budget Summary

The operating budget was presented to Committee on November 15th. The proposed tax rate increase is 1.9%, which equates to an additional \$21 per year for the average Kitchener home. The final tax rate increase will be decided as part of the Final Budget Day deliberations and could be adjusted based on amendments made throughout the meeting.

In addition to the operating budget package, follow up information on the following subjects is included as part of the Final Budget package:

- Neighbour's Day
- Funding ask from House of Friendship
- Funding ask from Social Development Centre
- Resource related to purpose-built rental housing
- Resource related to heritage
- Snow clearing near Kitchener Market
- Mileage & Per Diems
- Public Input

The rates for all of the City's enterprises (Building, Golf, Parking, Gas, Water, Sanitary, and Stormwater) have already been approved by Council in separate reports. One follow up issue is included based on Council's direction.

- Building rate increase scenarios

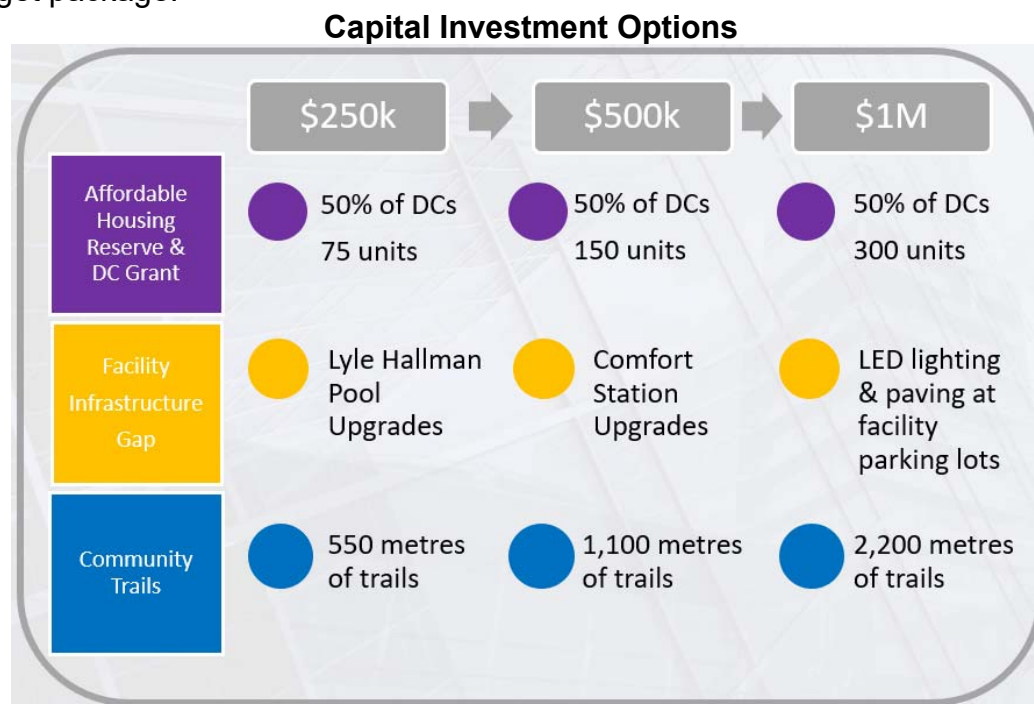
Capital Budget Summary

The capital budget was presented to Committee on November 29th. The proposed Capital Budget includes more than 400 projects with a total cost over the 10 years of roughly \$1.4B, with \$133M of it coming in the first year. In addition to the capital budget package, follow up information on the following subjects is included as part of the Final Budget package:

- Additional Funding for Affordable Housing/Capital Priorities
- 3 Capital Priorities & Options
 - Affordable Housing, Facilities Infrastructure Gap, Community Trails
- Traffic Calming

Capital Budget Investment Options

In addition to proposed budget, the 2022 Capital Budget also includes options for Council to make additional investments in three priority areas. Options in a) affordable housing, b) reducing the City's facilities infrastructure gap, and c) community trails are provided at the funding levels of \$250,000, \$500,000 and \$1,000,000 and shown in the graphic below. More detailed information about each of these options is provided in specific issue papers later in the budget package.



As part of the Capital Budget discussions in November, Council asked staff to find additional funding for these priority areas. Staff have accomplished this and identified nearly \$1.8M of additional funding that could be invested as shown in the table below.

Funding Type	Amount	Comment
Original Funding	\$1,000,000	Can be used on any priority
Additional Unrestricted Funding	\$1,250,000	Can be used on any priority
Additional Restricted Funding	\$500,000	Only available for Facilities or Trails
Total	\$2,750,000	

Council will determine how these funds are allocated as part of Final Budget Day.

Information Required by the Municipal Act

Regulation 284/09 of the Municipal Act requires that before Council adopts the annual budget, it must first receive a report about “excluded expenses” and adopt that report by resolution. This resolution is included as part of the Final Budget Day resolution. Public Sector Accounting Board (PSAB) changes effective in 2009 require the annual Consolidated Financial Statements to be prepared using full accrual accounting. As a result, certain expenses are included in the financial statements that are not included in the budget. For the City of Kitchener these include amortization expense on tangible capital assets and post-employment benefit expense.

Amortization expense on tangible capital assets of \$51.8M was recorded in the 2020 consolidated financial statements. This expense is meant to represent the rate at which the City is depleting its assets (based on historical cost). It can therefore be used as a rough indication of what should be budgeted for replacement of these assets.

Employee future benefits expense, which includes the sick leave benefit plan, post-retirement benefits, and future payments to the Workplace Safety and Insurance Board, in the consolidated financial statements, was \$2.8M.

If these expenses were excluded in the financial statements, the 2020 accumulated surplus would increase by \$54.6M (the combined amount of amortization expense on tangible capital assets and employee future benefits expense). There is no impact on future tangible capital asset funding requirements based on the exclusion of these expenses.

STRATEGIC PLAN ALIGNMENT:

This report supports the delivery of core services.

FINANCIAL IMPLICATIONS:

The financial impacts on the average homeowner of services provided to citizens by the City of Kitchener are shown in the table below. All utility rates have been previously approved by Council.

Impact on Homeowner					
	2021	2022	\$ Change	% Change	
Taxes	\$ 1,138	\$ 1,159	\$ 21	1.9%	
Stormwater	\$ 197	\$ 209	\$ 12	6.0%	
Water	\$ 421	\$ 427	\$ 6	1.4%	
Sanitary	\$ 530	\$ 538	\$ 8	1.6%	
Subtotal (pre Gas)	\$ 2,286	\$ 2,333	\$ 47	2.1%	
Gas	\$ 709	\$ 783	74	10.4%	
Total	\$ 2,995	\$ 3,116	\$ 121	4.1%	

Assumptions:

City Taxes: Current Assessed Value (CVA) of \$326,000

Storm Water: property classified as Residential Single Detached Medium

Water & Sanitary: water consumption of 170m³ annually

Natural Gas: gas consumption of 2,100m³ annually

COMMUNITY ENGAGEMENT:

INFORM – This report has been posted to the City’s website with the agenda in advance of the council / committee meeting.

CONSULT – Citizens have an opportunity to provide input about priority areas of the budget through a number of processes. Their input comes through public consultation efforts for comprehensive master plans (e.g. Leisure Facilities Master Plan), strategies (e.g. Urban Forestry Strategy, Customer Service Strategy), or specific issues (e.g. City Hall Outdoor Spaces). As part of those processes, staff considers the feedback received from the public as they make their recommendations and share it with Council when those recommendations are presented for approval. The budget is the process whereby Council affirms approved priorities and allocates funds to bring these concepts into reality.

In addition to the opportunities for input on specific topics, staff continued to employ a suite of traditional and electronic engagement methods in an effort to effectively inform and consult citizens about the budget at large. Staff proactively provided information about the budget process via media outreach and the City’s website. Citizens were also encouraged to provide their input by:

- Writing, emailing or phoning City Hall
- Attending a virtual public input sessions held on November 15
- Responding to the City’s Facebook/Twitter posts about the budget
- Utilizing Engage Kitchener online budget survey
 - o The survey is now closed with results summarized in issue paper BD14
- Contacting their ward councillor

PREVIOUS REPORTS/AUTHORITIES:

The 2022 budget has been discussed in detail by Council during previous meetings set aside exclusively to consider the budget. The more detailed reports include:

- FIN-2021-58, 2022 Operating Budget
- FIN-2021-60, 2022 Capital Budget and 10-Year Forecast

As well, the City hosted a stand-alone public input meetings on November 15 regarding the budget.

APPROVED BY: Jonathan Lautenbach, Chief Financial Officer, Financial Services

Definitions, Abbreviations & Acronyms

Definitions

Assessment growth refers to property taxes from new and/or expanded homes and/or businesses to pay for the services they receive.

Base Budget funds programs and services already offered to the public and includes the costs (e.g. staffing, materials, supplies) and revenues (e.g. user fees, recoveries) to deliver the program/service.

Boards are separate organizations established by the City to provide programs and services as allowed under the Municipal Act. For Kitchener, the Boards include Centre in the Square (CITS) and Kitchener Public Library (KPL).

Brownfield properties are formerly developed sites that are no longer being used for those purposes. In the City context, they are often former industrial or commercial sites with known or suspected pollution.

Canada Community-Building fund (formerly Federal Gas Tax) is annual funding provided to the City by the federal government for capital improvements.

Capital Budget funds investments in municipal infrastructure (or assets) that provide a long-term benefit to the community. Examples of capital costs include building or replacing roads, water mains, vehicles, community centres and parks.

Capital out of Current is a funding transfer from the operating budget to the capital pool.

Capital Pool is used to fund tax supported capital projects. The capital pool is funded by a) capital out of current, b) debt, c) gas utility investment reserve, and d) hydro utility investment reserve.

Corporate Allocations are general expenses like debt charges and contributions to the capital budget.

Debt is funding the City has borrowed to complete capital projects.

Debt to Reserve Ratio is the amount of the City's debt divided by the amount the City has in reserves. The target debt to reserve ratio is 1:1; meaning the City would have one dollar saved in reserves for every dollar of debt it has issued.

Development Charges are fees imposed on development to fund growth related capital costs.

Enterprises are self-funding business lines operated by the City and are fully funded by their own user rates, not property taxes. The City's enterprises are Golf, Building, Parking, Natural Gas, Water, Sanitary Sewer, and Stormwater.

Definitions, Abbreviations & Acronyms

Existing Capital Balances are capital funding that have already been approved by Council, but have not been spent. Some capital projects take multiple years to complete (e.g. road reconstruction, building a new community centre), so the funding may accumulate for future spending.

Impacts Due to Growth are additional operating costs required to support the expansion of service areas as the city continues to grow.

Interdivision/Internal Charges are costs charged by one City division to another City division for work completed on their behalf. For instance, the Building enterprise pays other City divisions for financial, technological, and legal support.

Issue Papers are brief documents (typically 1-2 pages in length) that provide information about budget issues, usually relating to new items included in the proposed budget.

Net Tax Levy is the amount of funding required from property taxes. It equals all of the tax supported gross expenditures minus all other revenues.

Operating Budget funds the day-to-day costs of the municipality to provide its programs and services. Examples of operating costs include salaries and wages for city employees; utility costs, such as water and electricity; and operating supplies, such as road salt.

Reserve/Reserve Funds are used to set aside funding now to be used for a specific purpose in the future. The city maintains reserves for both operating purposes (e.g. rate stabilization reserve funds), capital purposes (e.g. fleet and equipment reserve fund) and as required by legislation (e.g. federal gas tax reserve fund).

Strategic Plan articulates a vision “together we will build an innovative, caring, and vibrant Kitchener” and mission “proudly providing valued services for our community”, for the City. Following each municipal election, this document is updated with Council’s new strategic goals and key activities for the upcoming term.

Strategic Initiatives are program/service enhancements that help achieve the goals of the City’s Strategic Plan.

Tax Supported programs/services are funded in part or completely by property taxes. Examples include road & sidewalk maintenance, fire protection, and community centre programming.

User Fees are charges for programs and services provided by the City, which reduces dependence on property taxes as a funding source. Typically they are charged for programs/services where customers have a choice on whether or not to use them. Examples of user fees include swimming lessons and marriage licenses.

Definitions, Abbreviations & Acronyms

Acronyms & Abbreviations

AIRP – Accelerated Infrastructure Replacement Program

AMP – Asset Management Plan

CAO – Chief Administrative Officer’s Department

CC – Capital out of Current

CCB – Canada Community Building Fund

CITS – Centre in the Square

COR – Corporate Services Department

CPI – Consumer Price Index

CRM – Customer Relationship Management

CSD – Community Services Department

CVA – Current Value Assessment

DC – Development Charges

DSD – Development Services Department

DT – Downtown

EDIF – Economic Development Investment Fund

FIN – Financial Services Department

FTE – Full Time Equivalent

GHG – Green House Gas

GIS – Geographic Information System

INS – Infrastructure Services Department

KMAC – Kitchener Memorial Auditorium Complex

KOF – Kitchener Operations Facility

KPL – Kitchener Public Library

KU – Kitchener Utilities

LTFP – Long Term Financial Plan

MGMT - Management

MPAC – Municipal Property Assessment Corporation

MPI – Municipal Price Index

MTCE – Maintenance

MTO – Ministry of Transportation

PIL – Payment in Lieu of Taxes

PSAB – Public Sector Accounting Board

SOGR – State of Good Repair

SWM – Stormwater Management

TCA – Tangible Capital Asset

TIG – Tax Increment Grant

TSRF – Tax Stabilization Reserve Fund

VPP – Victoria Park Pavilion

WIP – Water Infrastructure Program

YTD – Year to Date

**Comparative Budget by Division
Budget 2022**

	2021 Annual Budget	2021 Year-End Projection	2021 Restatements	2021 Restated Budget	2022 Annual Budget	\$ Change vs. Restated Budget	% Change vs. Restated Total Budget	Commentary Budget 2022 compared to Budget 2021 (comments provided for changes over \$100,000)
CHIEF ADMINISTRATOR'S OFFICE								
CAO OFFICE-GENERAL	1,151,707	1,151,707	-	1,151,707	1,176,251	24,544	2.13%	
CHIEF ADMINISTRATOR'S OFFICE TOTAL	1,151,707	1,151,707	-	1,151,707	1,176,251	24,544	2.13%	
COMMUNITY SERVICES DEPARTMENT								
COMMUNITY SERVICES ADMINISTRATION	693,481	668,481	(53)	693,428	692,002	(1,426)	-0.21%	
BY-LAW ENFORCEMENT	2,319,326	3,054,326	(2,061)	2,317,265	2,525,396	208,131	8.98%	Budget increase due to compensation for additional resources related to proactive winter sidewalk enforcement.
CORPORATE CUSTOMER SERVICE	584,312	494,312	-	584,312	741,126	156,814	26.84%	Budget increase due to costs associated with the new main floor service centre.
FIRE	36,832,759	36,927,759	136	36,832,895	37,886,481	1,053,586	2.86%	Budget increase due to compensation costs, including additional fire suppression staff.
NEIGHBOURHOOD PROGRAMS & SERVICES	7,937,134	8,077,134	-	7,937,134	8,385,623	448,489	5.65%	Budget increase due to compensation costs.
SPORT DIVISION	1,989,874	8,409,874	4,177	1,994,051	2,089,943	95,892	4.81%	
COMMUNITY SERVICES DEPT TOTAL	50,356,886	57,631,886	2,199	50,359,085	52,320,571	1,961,486	3.89%	
FINANCIAL SERVICES DEPARTMENT								
FINANCIAL SERVICES ADMINISTRATION	321,342	311,342	-	321,342	325,944	4,602	1.43%	
ACCOUNTING	1,366,432	1,366,432	(238,963)	1,127,469	1,149,309	21,840	1.94%	
ASSET MANAGEMENT	822,344	787,344	(104,316)	718,028	729,004	10,976	1.53%	
FINANCIAL PLANNING	675,425	695,425	435,267	1,110,692	1,175,717	65,025	5.85%	
REVENUE	678,193	543,193	(834)	677,359	320,931	(356,428)	-52.62%	Budget decrease due to addition of new user fee for Mortgage Company information requests.
SUPPLY SERVICES	489,041	489,041	(87,894)	401,147	424,589	23,442	5.84%	
FINANCIAL SERVICES DEPT TOTAL	4,352,777	4,192,777	3,260	4,356,037	4,125,494	(230,543)	-5.29%	
CORPORATE SERVICES DEPARTMENT								
CORPORATE SERVICES ADMINISTRATION	496,898	496,898	-	496,898	535,588	38,690	7.79%	
EQUITY, ANTI-RACISM & INDIGENOUS INITIATIVES	353,609	448,609	-	353,609	649,035	295,426	83.55%	Budget increase due to full-year costs of division created in 2021 with partial-year funding.
MAYOR & COUNCIL	1,466,014	1,411,014	-	1,466,014	1,500,410	34,396	2.35%	
CORPORATE COMMUNICATIONS	1,375,454	1,570,454	-	1,375,454	1,412,195	36,741	2.67%	
HUMAN RESOURCES	2,329,214	2,329,214	105,443	2,434,657	2,518,222	83,565	3.43%	
INFORMATION TECHNOLOGY	5,790,583	5,760,583	(105,459)	5,685,124	5,825,241	140,117	2.46%	Budget increase due to additional funding for Innovation Lab co-op students which enables a full-year, predictable lab workplan.
LEGAL	1,147,051	1,147,051	-	1,147,051	1,132,322	(14,729)	-1.28%	
LEGISLATED SERVICES	1,321,090	1,536,090	759	1,321,849	1,326,520	4,671	0.35%	
CORPORATE SERVICES DEPT TOTAL	14,279,913	14,699,913	743	14,280,656	14,899,533	618,877	4.33%	
DEVELOPMENT SERVICES DEPARTMENT								
DEVELOPMENT SERVICES ADMINISTRATION	642,468	622,468	-	642,468	685,117	42,649	6.64%	
ECONOMIC DEVELOPMENT	6,021,884	6,236,884	744	6,022,628	6,161,326	138,698	2.30%	Budget increase due to additional funding for Film, Music & Interactive Media Officer.
ENGINEERING ADMINISTRATION	137,087	(452,913)	(10)	137,077	(56,927)	(194,004)	-141.53%	Budget decrease due to additional site plan revenue
PLANNING	1,564,442	1,239,442	75	1,564,517	1,592,858	28,341	1.81%	
TRANSPORTATION SERVICES	4,518,359	4,438,359	-	4,518,359	4,557,368	39,009	0.86%	
DEVELOPMENT SERVICES DEPT TOTAL	12,884,240	12,084,240	809	12,885,049	12,939,742	54,693	0.42%	
INFRASTRUCTURE SERVICES DEPARTMENT								
INFRASTRUCUTRE SERVICES ADMINISTRATION	640,417	640,417	-	640,417	683,078	42,661	6.66%	
FACILITIES MANAGEMENT	15,353,942	14,023,942	(2,563)	15,351,379	15,915,842	564,463	3.68%	Budget increase due to inflationary increases on compensation and utility costs.

**Comparative Budget by Division
Budget 2022**

	2021 Annual Budget	2021 Year-End Projection	2021 Restatements	2021 Restated Budget	2022 Annual Budget	\$ Change vs. Restated Budget	% Change vs. Restated Total Budget	Commentary Budget 2022 compared to Budget 2021 (comments provided for changes over \$100,000)
PARKS & CEMETERIES	16,914,931	17,189,931	(18,773)	16,896,158	17,707,267	811,109	4.80%	Budget increase due to growth dollars related to various parks and trails with the largest being RBJ Schlegel along with winter maintenance dollars for the downtown grid. Also includes additional funding for the assisted services related to the sidewalk snow clearing program.
OPERATIONS - ROADS & TRAFFIC	11,668,003	11,478,003	(49,689)	11,618,314	11,907,300	288,986	2.49%	Budget increase due to compensation costs and additional winter growth funding for maintenance of the downtown grid.
INFRASTRUCTURE SERVICES DEPARTMENT TOTAL	44,577,293	43,332,293	(71,025)	44,506,268	46,213,487	1,707,219	3.84%	
NET DEPARTMENTAL EXPENDITURES	127,602,816	133,092,816	(64,014)	127,538,802	131,675,078	4,136,276	3.24%	
GENERAL EXPENSES								
GRANTS & BOARDS	15,597,853	15,682,853	-	15,597,853	15,843,573	245,720	1.58%	Budget increase due to increased transfers to Boards & grants.
GAPPING	(2,100,000)	(4,430,000)	-	(2,100,000)	(2,100,000)	-	0.00%	
CAPITAL AND RESERVE FINANCING	13,624,069	13,624,069	-	13,624,069	13,896,306	272,237	2.00%	Budget increase due to increased funding for capital program and transfers to reserves.
CONTRACT SERVICES	766,094	851,094	-	766,094	782,679	16,585	2.16%	
TAX WRITEOFFS & REBATES	83,202	83,202	-	83,202	78,050	(5,152)	-6.19%	
PROVISIONS - BAD DEBT ALLOWANCE	650,000	650,000	-	650,000	650,000	-	0.00%	
OTHER	1,647,385	4,147,385	-	1,647,385	2,306,313	658,928	40.00%	Budget increase due to allowance for additional compensation costs.
GENERAL EXPENSES TOTAL	30,268,603	30,608,603	-	30,268,603	31,456,921	1,188,318	3.93%	
TOTAL NET EXPENSES	157,871,419	163,701,419	(64,014)	157,807,405	163,131,999	5,324,594	3.37%	
GENERAL REVENUES								
TAXES								
GENERAL LEVY	(132,046,893)	(132,046,893)	-	(132,046,893)	(134,476,556)	(2,429,663)	1.84%	Budget increase due to increased assessment growth revenue.
SUPPLEMENTARY TAXES/WRITE-OFFS	(1,120,252)	(320,252)	-	(1,120,252)	(1,050,000)	70,252	-6.27%	
LOCAL IMPROVEMENTS	(40,965)	(10,965)	-	(40,965)	(10,180)	30,785	-75.15%	
PAYMENTS IN LIEU	(4,323,044)	(4,488,044)	-	(4,323,044)	(4,466,200)	(143,156)	3.31%	Budget increase due to additional PIL buildings.
	(137,531,154)	(136,866,154)	-	(137,531,154)	(140,002,936)	(2,471,782)	1.80%	
OTHER REVENUE								
INVESTMENT INCOME	(4,040,000)	(2,370,000)	-	(4,040,000)	(4,040,000)	-	0.00%	
PENALTIES AND INTEREST	(3,296,520)	(3,936,520)	-	(3,296,520)	(3,358,964)	(62,444)	1.89%	
CONTRIBUTIONS FROM RESERVES AND ENTERPRISES	(12,515,821)	(12,515,821)	-	(12,515,821)	(12,697,641)	(181,820)	1.45%	Budget increase due to inflationary increases in Contribution from Enterprises
SUNDRY INCOME	(137,924)	(137,924)	-	(137,924)	(120,753)	17,171	-12.45%	
SOLAR ROOF	(350,000)	(430,000)	-	(350,000)	(356,650)	(6,650)	1.90%	
	(20,340,265)	(19,390,265)	-	(20,340,265)	(20,574,008)	(233,743)	1.15%	
GENERAL REVENUES TOTAL	(157,871,419)	(156,256,419)	-	(157,871,419)	(160,576,944)	(2,705,525)	1.71%	
GRAND TOTAL	-	7,445,000	(64,014)	(64,014)	2,555,055	2,619,069		

**CITY OF KITCHENER
BUILDING ENTERPRISE
5 YEAR OPERATING BUDGET PROJECTION**

(000's)	Budget 2021	Projected 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026
REVENUE							
Building Permit Revenue	4,236	5,111	5,023	5,250	5,248	5,288	5,399
Interest Income	21	31	13	14	14	13	12
Total Revenue	4,257	5,143	5,035	5,264	5,262	5,301	5,410

EXPENSES							
Direct	4,679	4,278	5,335	5,392	5,424	5,533	5,722
Indirect	1,087	1,087	1,109	1,131	1,154	1,177	1,201
Total Expenses	5,766	5,365	6,444	6,523	6,578	6,710	6,923

Net Revenue (Expense)	(1,509)	(223)	(1,408)	(1,260)	(1,316)	(1,409)	(1,512)
* Transfer (to)/from Stabilization Reserve	1,509	223	1,408	1,260	1,316	1,409	1,512
Overall Enterprise Result	-	-	-	-	-	-	-

STABILIZATION RESERVE FUND							
Opening Balance	13,711	13,711	13,631	12,364	11,233	10,034	8,730
* Add: Transfer (to)/from Enterprise	(1,509)	(223)	(1,408)	(1,260)	(1,316)	(1,409)	(1,512)
Add: Interest revenue/(expense)	300	143	142	129	117	104	91
Closing Balance	12,502	13,631	12,364	11,233	10,034	8,730	7,308
Minimum Benchmark (100% of expenses)	5,766	5,365	6,444	6,523	6,578	6,710	6,923
Maximum Benchmark (150% of expenses)	8,649	8,048	9,666	9,785	9,867	10,065	10,384
Revenue Rate Assumption	-10%	0%	0%	0%	0%	0%	0%

**CITY OF KITCHENER
GOLF ENTERPRISE
5 YEAR OPERATING BUDGET PROJECTION**

(000's)

	Budget 2021	Projection 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026
OPERATIONS							
Revenue	2,395	2,413	2,471	2,630	2,674	2,711	2,749
Expenses	2,272	2,286	2,303	2,338	2,373	2,409	2,445
	123	127	168	292	301	302	304
OTHER EXPENSES							
Transfer - Golf Cart Repl. Reserve	88	88	90	91	93	95	97
Debt Charges	217	217	217	217	217	217	217
Transfer to Capital	266	266	249	241	97	108	116
	571	571	556	549	407	420	430
Net Profit (Loss) before Dividend	(448)	(444)	(388)	(257)	(106)	(118)	(126)
Dividend Transfer to City	75	75	75	75	75	75	75
Net Revenue (Expense)	(523)	(519)	(463)	(332)	(181)	(193)	(201)
Safe Restart Phase 2 funding	146	496					
* Transfer (to)/from Stabilization Reserve	377	23	463	332	181	193	201
Overall Enterprise Result	-	-	-	-	-	-	-
STABILIZATION RESERVE FUND							
Opening Balance	(1,032)	(1,032)	(1,066)	(1,542)	(1,892)	(2,095)	(2,312)
* Add: Transfer (to)/from Enterprise	(377)	(23)	(463)	(332)	(181)	(193)	(201)
Less: Interest Expense	(32)	(11)	(13)	(18)	(22)	(24)	(27)
Closing Balance	(1,441)	(1,066)	(1,542)	(1,892)	(2,095)	(2,312)	(2,539)
Minimum Benchmark (10% of total revenue)	240	241	247	263	267	271	275
Maximum Benchmark (15% of total revenue)	359	362	371	395	401	407	412

**CITY OF KITCHENER
PARKING ENTERPRISE
5 YEAR OPERATING BUDGET PROJECTION**

0.5% Growth (Monthly Parkers)

0.0% Rate increase monthly

0.0% Rate increase Surface

(000's)	Budget 2021	Projected 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026
REVENUE							
Hourly	808	181	646	1,026	1,041	1,057	1,110
Monthly	3,047	2,801	3,910	4,391	4,516	4,646	4,781
Metered	1,188	475	1,141	1,498	1,521	1,543	1,621
Other	644	565	667	726	757	768	780
Economic Development Subsidies	1,263	1,263	1,261	1,279	1,299	1,318	1,338
Total Revenue	6,950	5,284	7,625	8,921	9,134	9,333	9,630
EXPENSES							
General	4,607	4,540	4,661	4,899	5,026	5,167	5,325
Debt Charges	674	674	674	674	674	673	674
Transfers to Capital fund	1,363	1,363	1,281	1,243	1,270	1,428	1,448
Total Expenses	6,644	6,577	6,615	6,816	6,971	7,268	7,447
Net Profit before Dividend	306	(1,293)	1,010	2,105	2,163	2,065	2,183
Dividend Transfer to City	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Net Revenue (Expense)	(1,694)	(3,293)	(990)	105	163	65	183
Safe Restart Phase 2 Funding	673	2,704					
* Transfer (to)/from Stabilization Reserve	1,021	589	990	(105)	(163)	(65)	(183)
Overall Enterprise Result	-	-	-	-	-	-	-
STABILIZATION RESERVE FUND							
Opening Balance	1,885	1,885	1,331	354	463	631	703
* Add: Transfer (to)/from Enterprise	(1,021)	(589)	(990)	105	163	65	183
Add: Interest Revenue (Expense)	22	35	14	4	5	7	7
Closing Balance	886	1,331	354	463	631	703	893
Minimum Benchmark (10% of total revenue)	695	528	762	892	913	933	963
Maximum Benchmark (15% of total revenue)	1,043	793	1,144	1,338	1,370	1,400	1,445

**CITY OF KITCHENER
GASWORKS UTILITY
5 YEAR OPERATING BUDGET PROJECTION**

(000's)	Budget 2021	Projected 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026
Gas Delivery							
Revenues	39,430	38,406	41,348	43,277	45,260	46,379	46,305
Expenses	17,511	17,313	18,376	18,611	18,941	19,249	19,610
Gross Profit	21,919	21,093	22,972	24,666	26,319	27,130	26,695
Gross Profit %	55.59%	54.92%	55.56%	57.00%	58.15%	58.50%	57.65%
Other Programs							
Revenues	11,691	12,056	12,276	12,508	12,744	12,986	13,232
Expenses	7,849	8,217	8,608	8,767	8,928	9,093	9,262
Gross Profit	3,842	3,839	3,668	3,741	3,816	3,893	3,970
Gross Profit %	32.86%	31.84%	29.88%	29.91%	29.94%	29.98%	30.00%
Transfer to Gas Capital	10,799	10,799	12,989	12,948	13,172	13,826	13,649
Net Profit (Loss) before City Dividend	14,962	14,133	13,651	15,459	16,963	17,197	17,016
Dividend Transfer to City	15,232	15,232	15,536	15,847	16,164	16,487	16,817
Net Revenue (Expense)	(269)	(1,099)	(1,885)	(388)	799	710	199
* Transfer (to)/from Stabilization Reserve	269	1,099	1,885	388	(799)	(710)	(199)
Overall Enterprise Result	-	-	-	-	-	-	-
STABILIZATION RESERVE FUND							
Opening Balance	4,374	4,374	3,320	1,470	1,097	1,907	2,637
* Add: Transfer (to)/from Enterprise	(269)	(1,099)	(1,885)	(388)	799	710	199
Add: Interest revenue(expense)	76	45	35	15	11	20	27
Closing Balance	4,181	3,320	1,470	1,097	1,907	2,637	2,863
Minimum Benchmark (10% delivery revenue)	3,943	3,841	4,135	4,328	4,526	4,638	4,631
Maximum Benchmark (15% delivery revenue)	5,915	5,761	6,202	6,492	6,789	6,957	6,946
CAPITAL RESERVE FUND							
Opening Balance	3,280	3,280	623	228	231	234	237
Add: Interest revenue(expense)	40	23	5	3	3	3	3
Less: Transfer to capital	(2,680)	(2,680)	(400)	-	-	-	-
Closing Balance	640	623	228	231	234	237	240
Minimum Benchmark (50% avg balance in 10 yr forecast)	6,800	6,800	6,900	6,900	6,900	6,900	6,900
Maximum Benchmark (150% avg balance in 10 yr forecast)	20,300	20,300	20,600	20,600	20,600	20,600	20,600

**CITY OF KITCHENER
GASWORKS UTILITY
5 YEAR OPERATING BUDGET PROJECTION**

(000's)	Budget 2021	Projected 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026
Gas Supply							
Revenues	29,350	28,486	33,793	36,433	36,644	37,700	38,545
Expenses	30,700	29,470	35,530	36,240	36,965	37,704	38,458
Net Revenue (Expense)	(1,350)	(984)	(1,737)	193	(321)	(4)	87
*Transfer (to)/from Stabilization Reserve	1,350	984	1,737	(193)	321	4	(87)
Overall Enterprise Result	-	-	-	-	-	-	-
Gas Utility (Supply) Stabilization							
Opening Balance	4,240	4,240	3,300	1,597	1,807	1,505	1,517
* Add: Transfer (to)/from Enterprise	(1,350)	(984)	(1,737)	193	(321)	(4)	87
Add: Interest revenue(expense)	77	44	34	17	19	16	16
Closing Balance	2,967	3,300	1,597	1,807	1,505	1,517	1,620
Minimum Benchmark (10% of total revenue)	2,935	2,849	3,379	3,643	3,664	3,770	3,855
Maximum Benchmark (15% of total revenue)	4,403	4,273	5,069	5,465	5,497	5,655	5,782
Gas Rate (January - October)	13.50	13.50	16.00	17.25	17.35	17.85	18.25
Gas Rate (November - December)	14.00	13.50	16.00	17.25	17.35	17.85	18.25

CITY OF KITCHENER
WATER UTILITY
5 YEAR OPERATING BUDGET PROJECTION

(000's)

	Budget 2021	Projected 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026
REVENUE AND EXPENSES							
Sale of Water	47,586	49,721	48,633	51,065	53,884	57,075	60,451
Water Supply	23,516	24,678	24,174	24,875	25,596	26,338	27,102
Gross Profit	24,070	25,043	24,459	26,190	28,288	30,737	33,349
GROSS PROFIT %	50.6%	50.4%	50.3%	51.3%	52.5%	53.9%	55.2%
MISCELLANEOUS REVENUE							
Other Revenue	489	508	495	517	536	557	578
EXPENSES							
Operating	10,572	9,897	11,001	11,910	12,595	13,041	13,501
Transfer to capital (Road Reconstruction)	10,386	10,386	11,020	11,692	12,406	13,162	13,965
Transfer to capital (Other)	3,807	3,808	3,465	3,620	4,276	4,523	4,473
	24,765	24,091	25,486	27,222	29,277	30,726	31,939
Net Revenue (Expense)	(206)	1,460	(532)	(515)	(453)	568	1,988
* Transfer (to)/from Stabilization Reserve	206	(1,460)	532	515	453	(568)	(1,988)
Overall Enterprise Result	-	-	-	-	-	-	-
STABILIZATION RESERVE FUND							
Opening Balance	7,538	7,538	7,458	7,004	6,562	6,177	6,809
* Add: Transfer (to)/from Enterprise	(206)	1,460	(532)	(515)	(453)	568	1,988
Add: Interest revenue(expense)	138	78	78	73	68	64	71
Less: Transfer to capital reserve	(332)	(1,618)	-	-	-	-	-
Closing Balance	7,138	7,458	7,004	6,562	6,177	6,809	8,868
Minimum Benchmark (10% of total revenue)	4,759	4,972	4,863	5,107	5,388	5,708	6,045
Maximum Benchmark (15% of total revenue)	7,138	7,458	7,295	7,660	8,083	8,561	9,068
CAPITAL RESERVE FUND							
Opening Balance	3,993	3,993	5,397	5,059	4,919	4,274	2,615
Add: Excess from stabilization reserve	332	1,618	-	-	-	-	-
Less: Transfer to Capital	(270)	(270)	(400)	(200)	(700)	(1,700)	(200)
Add: Interest revenue(expense)	79	56	62	60	55	41	30
Closing Balance	4,134	5,397	5,059	4,919	4,274	2,615	2,445
Minimum Benchmark (50% avg balance in 10 yr forecast)	9,900	9,900	8,902	8,902	8,902	8,902	8,902
Maximum Benchmark (150% avg balance in 10 yr forecast)	29,800	29,800	26,705	26,705	26,705	26,705	26,705
% Increase in Water Retail Rate	0.00%		1.40%	5.00%	5.00%	5.00%	5.00%
% Increase in Region Wholesale Rate	0.00%		2.90%	2.90%	2.90%	2.90%	2.90%
% Increase in Consumption	0.00%		0.79%	0.00%	0.50%	0.88%	0.87%

**CITY OF KITCHENER
SANITARY UTILITY
5 YEAR OPERATING BUDGET PROJECTION**

(000's)

	Budget 2021	Projected 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026
REVENUE AND EXPENSES							
Sewer Surcharge	59,338	61,235	60,765	63,196	66,050	69,627	73,392
Cost of Sewage Processing	32,933	30,469	33,521	34,834	36,375	38,129	39,961
Gross Profit	26,405	30,766	27,244	28,362	29,675	31,498	33,431
GROSS PROFIT %	44%	50%	45%	45%	45%	45%	46%
MISCELLANEOUS REVENUE							
Other Revenue	1,282	793	1,165	1,210	1,257	1,312	1,371
EXPENSES							
Administration	2,524	2,513	2,556	2,605	2,658	2,711	2,761
Maintenance	5,035	4,237	5,562	5,787	6,021	6,264	6,517
Sewage Rebates	851	684	851	865	900	936	978
Transfer to capital (Road Reconstruction)	15,412	15,412	16,352	17,350	18,408	19,531	20,722
Transfer to capital (Other)	3,163	3,163	3,151	2,661	2,711	3,095	2,835
	26,985	26,009	28,472	29,268	30,698	32,537	33,813
Net Revenue (Expense)	702	5,550	(63)	304	234	273	989
* Transfer (to)/from Stabilization Reserve	(702)	(5,550)	63	(304)	(234)	(273)	(989)
Overall Enterprise Result	-	-	-	-	-	-	-
STABILIZATION RESERVE FUND							
Opening Balance	9,348	9,348	9,185	9,115	9,479	9,812	10,187
* Add: Transfer (to)/from Enterprise	702	5,550	(63)	304	234	273	989
Add: Interest revenue(expense)	172	97	96	95	99	102	106
Less: Transfer to capital reserve	(1,321)	(5,810)	(103)	(35)	-	-	(273)
Closing Balance	8,901	9,185	9,115	9,479	9,812	10,187	11,009
Minimum Benchmark (10% of total revenue)	5,934	6,124	6,077	6,320	6,605	6,963	7,339
Maximum Benchmark (15% of total revenue)	8,901	9,185	9,115	9,479	9,908	10,444	11,009
CAPITAL RESERVE FUND							
Opening Balance	6,396	6,396	12,463	10,912	8,068	5,129	2,155
Add: Excess from stabilization reserve	1,321	5,810	103	35	-	-	273
Add: Capital closeouts	-	3,006	-	-	-	-	-
Less: Transfer to capital	(2,810)	(2,810)	(1,782)	(2,974)	(3,000)	(3,000)	(2,400)
Add: Interest revenue(expense)	4	61	128	95	61	26	(3)
Closing Balance	4,911	12,463	10,912	8,068	5,129	2,155	25
Minimum Benchmark (50% avg balance in 10 yr forecast)	11,707	11,707	12,303	12,303	12,303	12,303	12,303
Maximum Benchmark (150% avg balance in 10 yr forecast)	35,120	35,120	36,910	36,910	36,910	36,910	36,910
% Increase in Retail Sewer Rate	0.00%		1.60%	4.00%	4.00%	4.50%	4.50%
% Increase in Region Wholesale Rate	0.00%		2.90%	3.90%	3.90%	3.90%	3.90%
% Increase in Consumption	0.00%		0.79%	0.00%	0.50%	0.88%	0.87%

**CITY OF KITCHENER
STORMWATER UTILITY
5 YEAR OPERATING BUDGET PROJECTION**

(000's)

	Budget 2021	Projected 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026
REVENUE							
Stormwater Charge	21,806	21,822	23,306	24,753	26,048	27,406	28,837
Other Revenue	749	670	787	828	865	903	944
	22,555	22,492	24,093	25,581	26,913	28,309	29,781
EXPENSES							
Administration	2,298	2,485	2,470	2,520	2,571	2,620	2,673
Maintenance	4,215	4,016	4,303	4,899	5,522	5,773	6,036
Storm Water Credit Program	555	574	591	626	658	691	725
Grants to Charities/Places of Worship	551	503	584	619	650	682	717
Transfer to capital (Road Reconstruction)	2,289	2,289	3,979	5,707	5,874	5,221	6,525
Transfer to capital (Other)	12,598	12,598	12,065	10,995	11,581	12,917	12,944
	22,506	22,465	23,992	25,366	26,856	27,904	29,620
Net Revenue (Expense)	49	27	101	215	58	405	161
* Transfer (to)/from Stabilization Reserve	(49)	(27)	(101)	(215)	(58)	(405)	(161)
Overall Enterprise Result	-	-	-	-	-	-	-
STABILIZATION RESERVE FUND							
Opening Balance	784	784	819	929	1,154	1,224	1,642
* Add: Transfer (to)/from Enterprise	49	27	101	215	58	405	161
Add: Interest revenue(expense)	11	8	9	10	12	13	17
Closing Balance	844	819	929	1,154	1,224	1,642	1,820
Minimum Benchmark (10% of total revenue)	2,181	2,182	2,331	2,475	2,605	2,741	2,884
Maximum Benchmark (15% of total revenue)	3,271	3,273	3,496	3,713	3,907	4,111	4,326
CAPITAL RESERVE FUND							
Opening Balance	380	380	3,078	2,943	2,346	1,094	459
Add: Capital closeouts	-	2,889	-	-	-	-	-
Less: Transfer to capital	(210)	(210)	(170)	(625)	(1,265)	(640)	-
Add: Interest revenue(expense)	-	19	35	28	13	5	6
Closing Balance	170	3,078	2,943	2,346	1,094	459	465
Minimum Benchmark (50% avg balance in 10 yr forecast)	8,675	8,675	8,898	8,898	8,898	8,898	8,898
Maximum Benchmark (150% avg balance in 10 yr forecast)	26,024	26,024	26,693	26,693	26,693	26,693	26,693
% Increase in Retail Stormwater Rate	6.00%		6.00%	6.00%	5.00%	5.00%	5.00%
% Growth - Residential	0.25%		0.25%	0.25%	0.25%	0.25%	0.25%
% Growth - Non Residential	0.25%		0.25%	0.25%	0.25%	0.25%	0.25%

2022 Final Budget Day

Finance and Corporate Services Committee
December 13, 2021



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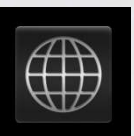
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Email **budget@kitchener.ca**



Phone **519-741-2200 x 7700**



See more at **www.kitchener.ca/budget**

General Overview by the CFO

Moving Forward - Building on Citizen Priorities



Strategic Plan Priorities

Pandemic Response

Emerging Issues

 **Budget**²⁰²²
Moving forward>>>

Recap of Budget Discussions



Operating Budget Day – Nov 15th

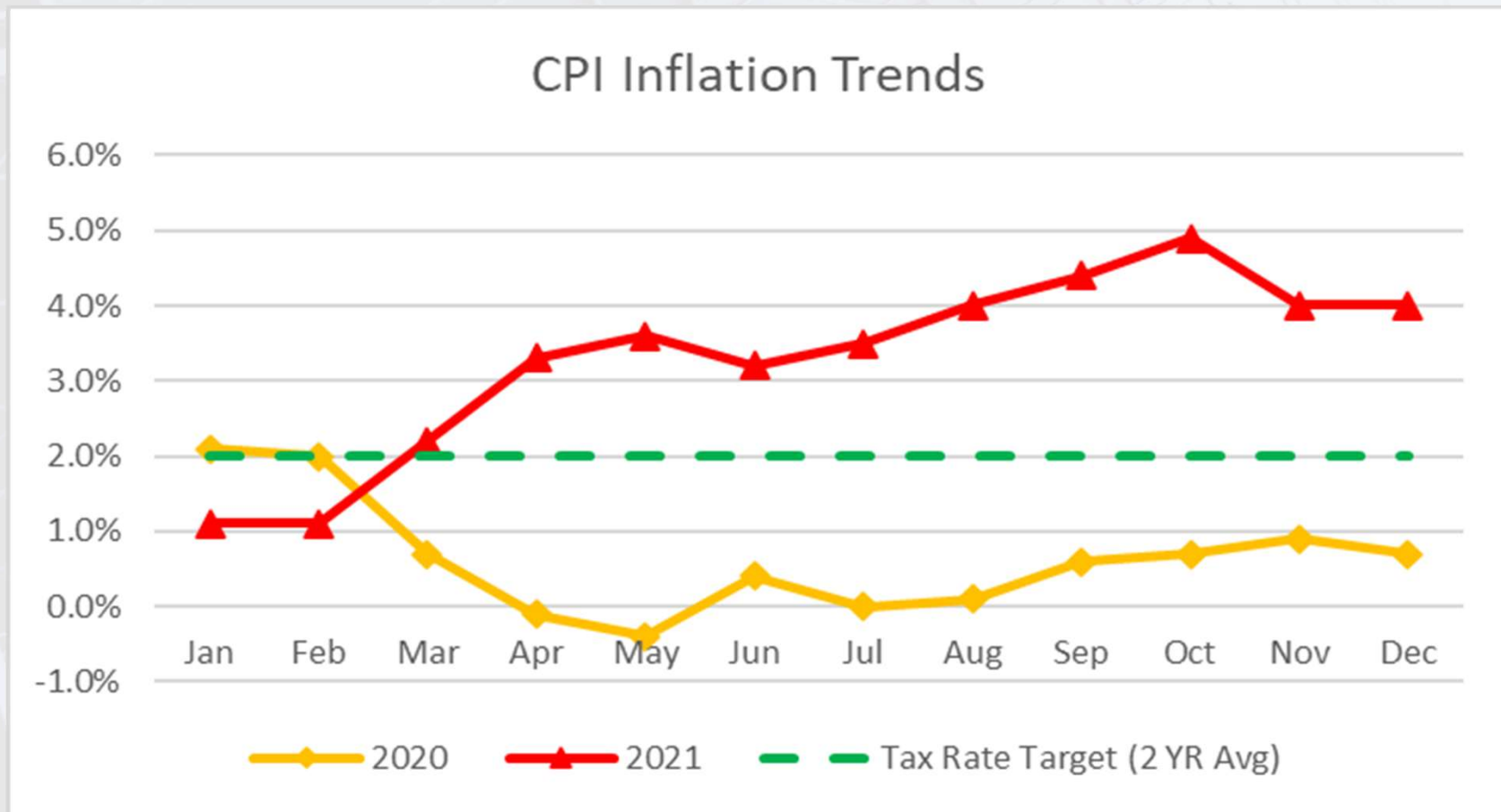
- 4 follow up issue papers were requested after the review of the operating budget and have been included with today's package
- Utility rates were approved by Council on November 30th leaving the property tax increase as the only remaining item to still approve
- Proposing a 1.9% tax rate increase that well below the current rate of inflation (3.1%)



Capital Budget Day – Nov 29th

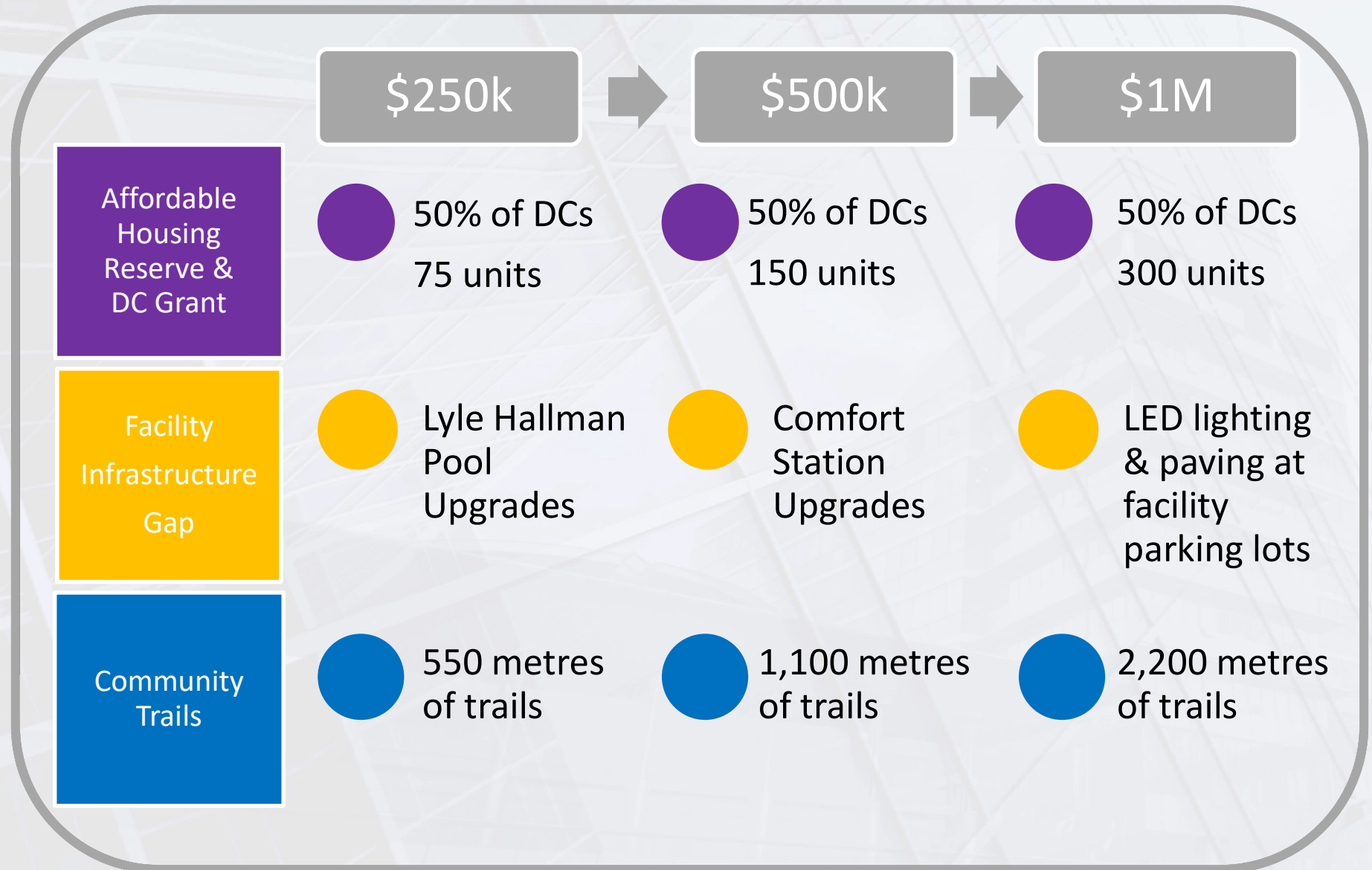
- 4 follow up issue papers were requested after the review of the capital budget and have been included with today's package
- Focus of discussion was on the \$1M of one-time capital funding and the 3 suggested priority areas for further investment
- Affordable Housing was one of the main topics of discussion

Inflation Up(date)



- October inflation = 4.9%
- Nov & Dec expected to be at least 4% or higher
- 2-year CPI average now = 2.0%

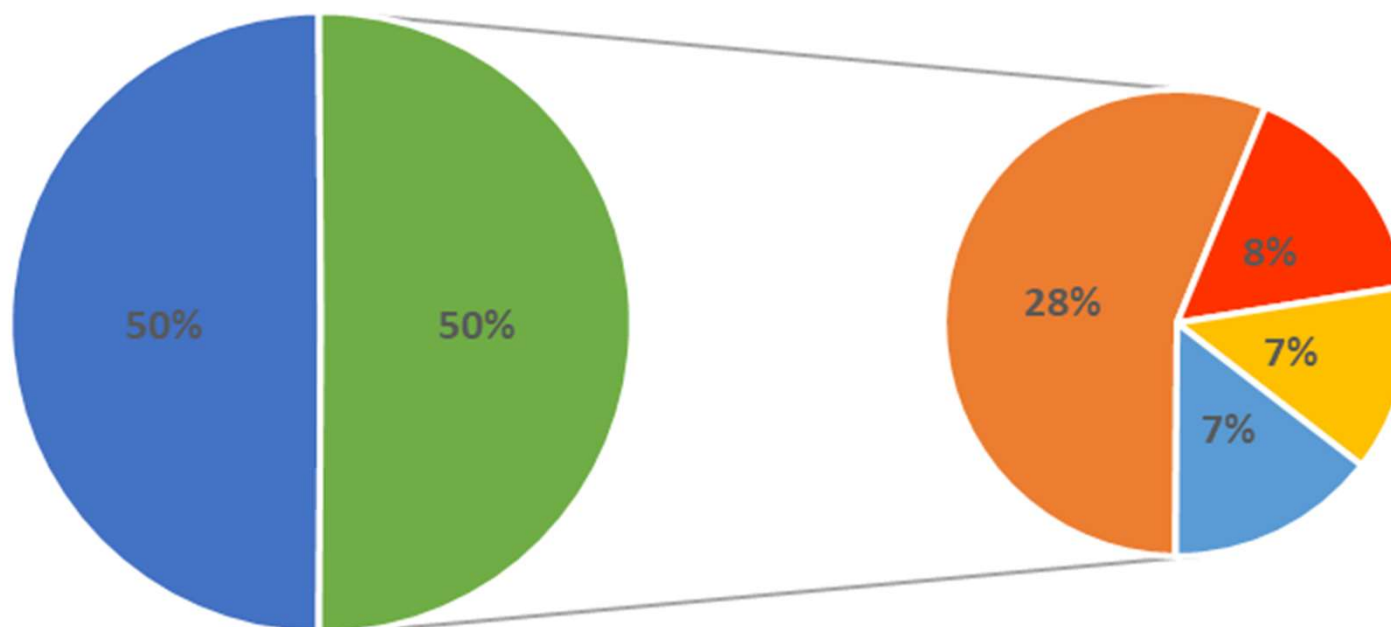
Moving Forward – Capital Investment Options



Moving Forward – Engagement Survey Results



Split the \$1M vs Put All \$1M to One Priority



■ Split the \$1M ■ Affordable Housing ■ Facilities ■ Trails ■ Other

Key Items for Further Discussion



Additional Funding for Investment Options – IP BD02

- Staff have provided options that would allow Council to increase the \$1M in one-time Capital Funding to \$2.25M
- Option to allocate an additional \$500k in CCB funding for other options (Facility Infrastructure Gap, Community Trails)
- Funding options such as a Special Levy or Debt are not recommended

Summary of Proposed Funding	Amount
Original One-Time Capital Funding	\$1,000,000
Additional Unrestricted Funding (available for any priority)	\$1,250,000
Additional Restricted Funding (could only be used on facilities and trails)	\$500,000
Potential Funding Available	\$2,750,000

Key Items for Further Discussion



Additional Requests for Operating Funding

- 3 issue papers included in today's package are requests for additional operating funding
- 1 issue paper on accelerating purpose-built rental development would require an additional FTE resource in planning
- \$50k in additional revenue was added by increasing user fees
- If Council wants to fund some of these requests/resource needs an increase to the proposed tax rate of 1.9% would be needed

Summary of Funding Requests / Resource Needs	Amount	Tax Rate Impact
Requested Increase to Neighbours Day Funding	\$30,000	0.02%
Funding Request from the Social Development Centre	\$63,200	0.05%
Funding Request from House of Friendship	\$50,000	0.04%
FTE Required to Accelerate Purpose-Built Rentals	\$90,000	0.07%
Total Funding Requests / Resource Needs	\$233,200	0.18%

Proposed Budget Increase



827 km of
sanitary
sewers



60,000+
street and
park trees



40 winter
rinks



2,800
sidewalk
repairs



150 major
facilities



37 soccer
fields, 64 ball
diamonds



616 km of
storm
sewers



2,000 km
of road
maintained



4,275 water
hydrants



24,000 ice
hours



3,593
parking
spaces

Household impact

Property tax increase is **1.9 per cent**
or **\$21/year** – Pending Approval

Water utilities increase is **2.2 per cent**
or **\$26/year** - APPROVED

Gas increase is **10.7 per cent** or
\$74/year - APPROVED

Update on Local Municipalities

(a = approved, p = proposed)



2022 Tax Rate Increases

Region of Waterloo*	4.60% p
Cambridge	4.24% a
Waterloo	3.10% a
Kitchener	1.90% p

* Includes increase for Police

2022 Combined WIP Utility Increases

Waterloo	3.40% a
Cambridge (Water & Sanitary only)	2.39% a
Kitchener	2.20% a

Final Thoughts



The City's 2022 Budget is about *Moving Forward*

- Completing the specific actions included in the Strategic Plan
- Continuing with the City's Pandemic Response
- Building on citizen priorities with focus on Economic Recovery, Responding to Community Needs, Supporting a Growing City, while Maintaining Core Service and Infrastructure

Budget Proposes Reasonable Rate Increases to Support City Services

- Proposed 1.9% tax rate increase is well below the current annual rate of inflation (3.1%)
- Inflation is on an upward trend with two-year CPI average is now at 2.0%

Additional Funding for Investment Options (Affordable Housing, Facilities, Trails)

- \$1.25M in additional funding can be put towards investment priorities (\$2.25M in total funding)
- \$500k in optional CCB funding can also be considered by Council

Overview

Final Budget Day Process



- Minimal staff presentation
 - Highlights of proposed budgets
- Follow up items for information and decision
 - Issue papers
- Outcome is an approved budget
 - Draft resolutions provided to Council
 - Will be updated based on decisions made today
 - Forwarded on to Council for final approval

Boards

Kitchener Public Library (KPL)



REVENUE

City of Kitchener operating grant
Provincial Grant
Other Revenue (partnerships, rentals, etc.)
Total Revenue

Budget 2021	Projected 2021	Budget 2022
\$ 11,410,596	\$ 11,410,596	\$ 11,558,934
286,755	306,980	306,980
241,000	108,136	273,000
\$ 11,938,351	\$ 11,825,712	\$ 12,138,914

EXPENSES

Programs, Marketing & Resources
Personnel, Admin & General Costs
Equipment & Occupancy Costs
Total Expenses

1,389,400	1,463,290	1,374,400
9,497,274	9,180,499	9,699,097
1,184,677	1,232,314	1,165,417
\$ 12,071,351	\$ 11,876,103	\$ 12,238,914

Net Revenue / (Expense)

\$ (133,000)	\$ (50,391)	\$ (100,000)
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Centre In The Square (CITS)



	Budget 2021	Projected 2021	Budget 2022
<u>REVENUE</u>			
Net Performances	\$ 248,231	\$ 869,098	\$ 1,405,000
Other Revenue (rent, sponsorships, parking, etc.)	305,689	273,851	443,861
City of Kitchener operating grant	1,907,576	1,907,576	1,932,374
City of Kitchener transition costs	92,424	92,424	67,626
Total Revenue	\$ 2,553,920	\$ 3,142,949	\$ 3,848,861
<u>EXPENSES</u>			
Admin & General	336,211	326,358	405,000
Marketing & Programming	89,555	63,970	105,000
Occupancy Costs	639,888	530,368	765,000
Personnel Costs	1,515,291	1,988,030	2,411,866
Community Development	5,500	66,960	161,700
Total Expenses	\$ 2,586,445	\$ 2,975,686	\$ 3,848,566
Net Revenue / (Expense)	\$ (32,525)	\$ 167,263	\$ 295

2021 Budget vs. Projected

50% CEWS included Jan-Jun
no shows in 2021
staff reductions until Nov

CEWS included Jan-Oct
shows start in Nov
staff reductions until Sep

Budget resolution includes:

- Transitional funding from Tax Stabilization reserve
- CITS keeps operating surplus, but splits deficits 50/50 with City

Enterprise Operating Budgets

All Enterprise Rates Are Set



Enterprise	When fees are set
Building	User fees report (already set)
Golf	User fees report (already set)
Parking	User fees report (already set)
Gas	Gas Rates report (already set)
Water	WIP Rates report (already set)
Sanitary Sewer	WIP Rates report (already set)
Stormwater	WIP Rates report (already set)

Enterprise Budget Review



- No changes to budget schedules reviewed by Committee during Operating Budget Day
 - Budget schedules included as appendix to Final Budget Day staff report

Enterprise Budget Issue Papers



- Final budget package includes issue papers related to:
 - Building rate increase scenarios

**CITY OF KITCHENER
2022 BUDGET ISSUE PAPER**

ISSUE: BD 01 – Building Rate Increase Scenarios
FUND: Operating
DEPARTMENT: Development Services Department – Building Division
PREPARER: Mike Seiling, Director & Chief Building Official
BUDGET IMPACT: None

BACKGROUND:

During the Operating Budget review session, staff was directed to provide information showing possible rate increases that would improve the Building's projected deficit in 2022.

RATIONALE / ANALYSIS:

In 2022, the Building Enterprise is projecting a deficit of \$1.4M and is purposely being planned in order to reduce Building's stabilization reserve balance (projected to be \$12.3M at the end of 2022), which is above its maximum target (\$9.7M). These figures can be seen in the Building 5-Year Projection shown below.

CITY OF KITCHENER BUILDING ENTERPRISE 5 YEAR OPERATING BUDGET PROJECTION					
(000's)	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026
Total Revenue	5,035	5,264	5,262	5,301	5,410
Total Expenses	6,444	6,523	6,578	6,710	6,923
Net Revenue (Expense)	(1,408)	(1,260)	(1,316)	(1,409)	(1,512)
* Transfer (to)/from Stabilization Reserve	1,408	1,260	1,316	1,409	1,512
Overall Enterprise Result	-	-	-	-	-
STABILIZATION RESERVE FUND					
Opening Balance	13,631	12,364	11,233	10,034	8,730
* Add: Transfer (to)/from Enterprise	(1,408)	(1,260)	(1,316)	(1,409)	(1,512)
Add: Interest revenue/(expense)	142	129	117	104	91
Closing Balance	12,364	11,233	10,034	8,730	7,308
Minimum Benchmark (100% of expenses)	6,444	6,523	6,578	6,710	6,923
Maximum Benchmark (150% of expenses)	9,666	9,785	9,867	10,065	10,384
Revenue Rate Assumption	0%	0%	0%	0%	0%

The stabilization reserve balance builds up in years when Building ends the year in a surplus position, and is drawn down in years where there is a deficit. Maintaining a healthy balance in the reserve is sound financial practice to help manage unplanned economic downturns without needing drastic measures like laying off staff or significant rate increases. The minimum and maximum targets for the reserve are meant to be guideposts that protect against negative financial outcomes, but also ensure fees are not excessive and building up funds beyond what is likely needed.

Given the significant balance in the reserve, staff are not recommending any change to Building fees for 2022. This action (no change) has already been approved by Council as part of the user fee report (FIN-2021-57). Any adjustment to these fees for 2022 would require a reconsideration of Council, and would also require public notice to be given as required by the Building Code Act.

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2022 BUDGET ISSUE PAPER**

FINANCIAL IMPLICATIONS:

For illustrative purposes, rate increases of 2%, 5%, and 10% in 2022 and then no increase for the remaining years have been modeled to show the impact on Building's bottom line (net revenue/expense). The rate increases and their approximate impacts in 2022 are:

- 2% = \$100,000 improvement
- 5% = \$250,000 improvement
- 10% = \$500,000 improvement

In addition, the table below shows the impacts on the Building stabilization reserve balance (shown in \$000s) of the original proposed rates (no change from 2021 rates) and three different increases to Building fees in 2022.

Ending Building Stabilization Reserve Balances at Different Rate Increases

	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026
0% (Original)	\$12,364	\$11,233	\$10,034	\$8,730	\$7,308
2%	\$12,466	\$11,442	\$10,351	\$9,157	\$7,886
5%	\$12,616	\$11,751	\$10,820	\$9,790	\$8,689
10%	\$12,868	\$12,269	\$11,607	\$10,850	\$10,033
Minimum	\$6,444	\$6,523	\$6,578	\$6,710	\$6,923
Maximum	\$9,666	\$9,785	\$9,867	\$10,065	\$10,384

RECOMMENDATION:

That Building fees for 2022 remain unchanged (0% change compared to 2021) as approved by Council as part of report FIN-2021-57, 2022 User Fees.

Capital Budget

Capital Budget Review



- No changes to budget information reviewed by Committee during Capital Budget Day
- Capital Budget Report FIN-2021-60 included:
 - Staff Report (page 3)
 - Definitions, Abbreviations & Acronyms (page 10)
 - Boards (page 24)
 - Capital Budget Topical Overviews (page 30)
 - Capital Investment Options (page 79)
 - Capital Forecast & Issue Papers (page 86)

Capital Budget Issue Papers



- Final budget package includes issue papers related to:
 - Additional Funding for Affordable Housing/Capital Priorities
 - 3 Capital Priorities & Options
 - Affordable Housing
 - Facilities Infrastructure Gap
 - Community Trails
 - Traffic Calming

**CITY OF KITCHENER
2022 BUDGET ISSUE PAPER**

ISSUE: BD02 – Additional Funding for Affordable Housing/Other Capital Options
FUND: Operating
DEPARTMENT: Financial Services Department – Financial Planning & Reporting
PREPARER: Ryan Hagey, Director of Financial Planning & Reporting
BUDGET IMPACT: For Council's Direction

BACKGROUND:

During the Capital Budget review session, staff was directed to provide information about funding sources for an additional \$1M-\$2M for affordable housing or the other capital options being considered by Council as part of the 2022 budget process. As well there were some technical/policy questions about the City's ability to partner with Kitchener Housing, and the ability of school boards to waive development charges (DCs).

RATIONALE / ANALYSIS:

Funding Options

During the budget discussion Council asked about a few specific funding options which are expanded on below.

1) Special Levy – not recommended

Some municipalities have implemented special levies as a way to address funding needs for infrastructure. The City of Kitchener currently does not have any special levies for this purpose, but it was considered as part of the Long-Term Financial Plan to address the Facilities Infrastructure Gap. Council decided they did not want to move forward with a special levy at that time as it would have been a departure from a long-standing practice of delivering property tax increases at or below the rate of inflation. A special levy is something that could be revisited and considered again in the future, but staff would recommend that any discussion regarding instituting a special levy be done in the context of a larger funding strategy to address a specific issue and capital needs.

If a special levy were added for affordable housing, it would be an additional cost on top of the normal budget increase. The table below shows the impact of a special levy in terms of the average homeowner (property assessed at \$326,000) and how much funding it would generate in property taxes.

Impact of a Special Levy

Special Levy	Impact to Homeowner	Property Tax Revenue
0.25%	\$3	\$336,000
0.50%	\$6	\$672,000
0.75%	\$8	\$1,009,000
1.00%	\$11	\$1,345,000

There would be jurisdictional considerations if a special levy was something Council was interested in pursuing, specifically for affordable housing. A special levy would normally be identified as a separate line on the property tax bill and introducing one for the purpose of affordable housing could potentially be considered a double tax since the Region of Waterloo is

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the primary level of government responsible for social services in the region and already collects taxes for the purpose of supporting affordable housing. Through the City's Housing for All Strategy, 43 actions were identified that, from staff perspective, were still within the City's jurisdiction and included several actions that would not require significant funding. To summarize, the introduction of a special levy for affordable housing is not recommended for the following reasons:

- Special levies should only be considered through the development of a comprehensive funding strategy to address a specific issue or capital needs
- Introducing a special levy for affordable housing would be problematic as there are jurisdictional considerations (City vs Region) and it could be considered a double tax
- The level of funding required to implement the 43 actions in the Housing for All Strategy is not significant enough to warrant considering a special levy
- Other funding sources are available to create an affordable housing reserve

2) Debt – not recommended

As discussed during the Capital budget meeting, the City would not be able to issue debt for affordable housing, unless it were creating a physical asset owned by the City. This means the City could not issue debt for the program outlined in the issue paper (deposit funds in an affordable housing reserve to offset development charges with the specific terms to be determined in early 2022).

Debt could potentially be an option for the other capital priorities, although staff would not recommend it at this time. The draft debt policy prepared during the development of the Long-Term Financial Plan had wording on the potential uses of debt as shown below.

Debt will be considered as a means to finance:

- *New, non-recurring infrastructure requirements (acquisition, design, construction)*
- *Portion of growth-related project costs not covered from Development Charges*
- *Capital Projects that will result in additional or new services for residents*
- *Replacement of infrastructure, where the cost of deferring replacement exceeds the debt servicing costs and where other sources of financing are not readily available*
- *Projects that are partly grant funded and require matching funds to proceed*
- *Projects where a business case has identified debt as an effective financing option*

If debt were used as a funding source there would also be interest costs of borrowing the money. If the City were to borrow \$1M at 2.5% (which is reasonable given the average interest rate over the past few years), it would incur a total of \$142,500 in interest charges which would be an increase to the operating budget. Interest rates for City debt issues made in the fall of each year dating back to 2014 are shown in the graph below, and economic outlooks generally show interest rates increasing at some point in 2022.

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Staff intend to bring forward the debt policy in 2022 and comprehensively revisit funding options to further address the Facilities Infrastructure Gap during the next term of Council. Further, other sources of funding have been identified (see next section of the issue paper) which would not incur interest costs associated with issuing debt. To summarize, issuing debt is not recommended for the following reasons:

- The City wouldn't be able to issue debt for affordable housing unless it is to fund a capital project where physical asset is being created
- Debt should be used strategically to fund capital infrastructure needs only when other sources of funding are not available
- Issuing debt results in interest costs that would be an increase to the operating budget
- A debt policy will be brought forward in 2022 to help guide decisions related to debt
- Other funding sources are available to create an affordable housing reserve

3) Proposed Funding Sources: \$1.25M unrestricted (recommended) + \$500,000 restricted (for Council's direction)

Given Council's direction to find additional funding for affordable housing or the other capital priorities, staff have identified nearly \$1.8M of additional funding which are described below.

Part 1 - Unrestricted funding \$1.25M - recommended

A small number of capital projects could provide an additional \$1.25M to the Capital Pool which could then be reallocated to any of the three capital priorities being considered as part of the 2022 budget process. Capital Pool funds are unrestricted in how they can be invested, whereas some other funding sources like the Canada Community Building fund or CCB have limitations on how they can be used. The table below shows the sources of funding that total \$1.25M.

Proposed Capital Pool Funding Sources

Project	Amount	Comment
1 Capital Closeout	\$ 247,000	Close out occurred late in the fall
2 Capital Contingency	\$ 217,000	Close out existing balance
3 Cycling Infrastructure	\$ 286,000	Swap 2022 funding from Capital Pool to CCB
4 City Hall Outdoor Spaces	\$ 500,000	Swap 2022 funding from Capital Pool to CCB
TOTAL	\$ 1,250,000	

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1. Capital Closeout – this Capital Pool closeout occurred late in the fall.
2. Capital Contingency – these Capital Pool funds were previously approved by Council through prior budgets and are an existing capital project account with no specific plans.
3. Cycling Infrastructure & City Hall Outdoor Spaces – these projects are included in the proposed 2022 capital budget and are currently funded by the Capital Pool. There is adequate funding in the Canadian Community Building (CCB) reserve forecast to switch the funding for these projects to CCB, freeing up additional Capital Pool funding.

Part 2 - Restricted Funding \$500,000 (can only be used for Facility Infrastructure Gap or Trails) – for Council's direction

In addition to the \$1.25M noted above which could be used towards any of the capital priorities, an additional \$500,000 of CCB funding could be transferred out of the CCB reserve. Since this is CCB funding, it could only be used towards the options listed under Facilities Infrastructure Gap or Community Trails, as affordable housing is not an eligible service under CCB legislation.

The CCB reserve is an ongoing capital funding source that is managed over the 10-year capital forecast, not just for a single year. The reserve balance is projected to be drawn down over each of the next four budgets, and drawing even more out of the reserve now would reduce funding flexibility in the future related to , capital project cost escalations or other unanticipated budget requests. Offsetting these concerns, there are typically some capital funds returned to the CCB reserve each year as part of the City's regular process to review capital projects and close out funds from completed projects to the appropriate reserves. All things considered, staff believe an additional transfer of \$500,000 from the CCB reserve to the Facilities and/or Trails capital priority projects is a viable option for Council to consider as part of the 2022 budget process.

To summarize, should Council wish to increase the \$1M in one-time capital funding for affordable housing and other investment options, staff would recommend:

- Adding \$1.25M in unrestricted available funding that could be used for any of the investment priority options (Affordable Housing, Facilities, Community Trails)
- Consider allocating an additional \$500k in restricted CCB funding (Facilities, Community Trails)
- Combined proposed funding would increase one-time capital funding to \$2.75M

Other Technical/Policy Questions

Partnering with Kitchener Housing

Staff were also asked to investigate whether the City could partner with Kitchener Housing. Based on an initial review, there is nothing that would preclude the City in partnering with Kitchener Housing Inc in a strategic partnership, however the City's ability to partner with a non-profit like Kitchener Housing to develop and administer housing projects would likely need to be explored further. The City has no legislative powers granted to a Housing Service Manager

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under the Housing Services Act, so the City has little ability to gain necessary funding for capital, maintenance and supports for residents as the funds must first flow to the Region of Waterloo. Further, this would require exploration of the administrative staffing requirements to manage a residential asset, and the risk involved in a proposed partnership with a non-profit including sharing the asset and entering into a residential construction project where the City would be the owner. The City may also be required to enter into a formal procurement process for services related to managing the residential asset, which may preclude Kitchener Housing as the preferred partner.

Education Development Charges

During the Capital budget discussion, Council asked whether school boards would be able to waive their portion of DCs for affordable housing developments. Finance staff followed up with the local school boards (public & Catholic) and received the following combined response:

“We do not have an ability to waive fees as this type of exemption is not listed in the current bylaw. The next opportunity for consideration would be in 2025-26 when the by-law would next be reviewed.”

FINANCIAL IMPLICATIONS:

The original funding identified for capital priorities was \$1M. Based on Council’s direction during the Capital Budget discussions to identify an additional \$1M to \$2M of funding, staff have identified an additional \$1.25M that could be directed towards any of the capital priorities, and another \$500,000 that could only be used for options related to the Facilities Infrastructure Gap or Community Trails. The funding available is summarized in the table below.

Funding Type	Amount	Comment
Original Funding	\$1,000,000	Can be used on any priority
Additional Unrestricted Funding	\$1,250,000	Can be used on any priority
Additional Restricted Funding	\$500,000	Only available for Facilities or Trails
Total	\$2,750,000	

RECOMMENDATION:

That the funding of \$1.25M as outlined in issue paper BD02 (Section 3, Part 1) be reallocated towards the Capital Pool; and

That the funding of \$500,000 as outlined in issue paper BD02 (Section 3, Part 2) be for Council’s direction.

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2022 BUDGET ISSUE PAPER**

ISSUE: BD03 - Affordable Housing Reserve & Development Charges Grant
FUND: Capital
DEPARTMENT: Development Services – Planning
PREPARER: Andrew Ramsaroop, Engagement and Program Manager – Affordable Housing
BUDGET IMPACT: For Council's Direction

BACKGROUND:

As part of the 2022 budget process, Council will be deciding on capital investment options in three different areas: affordable housing, facilities infrastructure gap, and community trails. Each area has three different funding levels, \$250,000, \$500,000, or \$1,000,000. This issue paper deals with affordable housing.

In response to growing housing unaffordability, the City approved its first housing strategy - *Housing for All* in 2020. It contains over 40 actions for the City to help create more affordable housing opportunities in our community and support the Region's goals of ending homelessness. *Housing for All* identified the need for approximately 500 supportive housing units, over 5,000 community housing units, and a need for over 9000 affordable rental housing units in our city. Council identified addressing the need for more supportive housing as one of its priorities. It also identified working with the Region and School Boards to review the feasibility and implications of reducing the development charges for affordable housing development.

RATIONALE / ANALYSIS:

Currently, three policies support the development of affordable and supportive housing in Kitchener:

1. Waivers of application fees and building permit fees for affordable rental housing;
2. Deferral of development charge (DC) payments over a 20-year period; and
3. Waiver of interest on deferred DC payments interest policy.

These policies help make affordable and supportive housing developments more feasible, however, the cost of having to pay the City's portion of DCs has been identified by non-profits as being a barrier to providing and developing supportive housing. Under current legislation, affordable and supportive housing developments like all other residential developments are subjected to paying DCs. These fees cannot be waived and must be paid in order to satisfy legislated requirements. However, the City could provide a grant to qualifying developments to partially or fully offset their DC costs, thereby improving the financial viability of these projects.

Although a full DC grant would have the largest impact on a project, partial DC grants would also improve project viability. In providing financial relief from paying DCs (full or partial), the non-profit housing provider is able to allocate the savings into other aspects of the development that may have shortfalls that they would otherwise need to fundraise for, or seek further support. This is especially important for affordable and supportive housing developments that have not received Rapid Housing Initiative funding or other Federal and Provincial funding and will help to bring more units to occupancy within *Housing for All's* timeframe.

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Currently, The Region of Waterloo has a Regional Development Charge Grant for affordable housing projects for its share of DCs as available funds permit. Providing relief from development charge requirements has a direct impact on affordable housing locally and lifting people out of homelessness. It also better enables the City to reach its goals of seeing more affordable and supportive housing units created in Kitchener.

As part of the 2022 budget process Council can approve the creation of an Affordable Housing reserve, which was one of the actions identified through the *Housing for All* strategy, and allocate funding to be transferred into the reserve. Then through a separate report to come back in the first half of 2022, Council could approve a DC grant policy and the specific parameters of the Affordable Housing reserve. This will allow adequate time for research and consultation instead of trying to complete all of that work in the midst of the 2022 budget process.

FINANCIAL IMPLICATIONS:

The table below shows the number of units that could potentially receive a development charge (DC) grant but is for illustrative purposes only. As noted above, if funding is approved for this initiative, staff would come back in the first half of 2022 with a policy which would provide Council with an opportunity to determine how much of a grant to provide to qualifying developments.

As can be seen in the table, the number of units that could benefit from this program ranges from 25 to 600. For instance, if Council approved \$250,000 during the budget process, and later through the policy discussion chose a grant of 25%, 100-150 units could benefit from the program, depending on whether they were built in the central neighbourhoods or in the suburbs as shown in this part of the calculation table.

25% Grant		2021	Grant	Units @	Units @	Units @
		DC Rate	25%	\$250,000	\$500,000	\$1,000,000
Suburban	Multiple	\$ 9,831	\$ 2,458	100	200	400
Central	Multiple	\$ 6,585	\$ 1,646	150	300	600

50% Grant		2021	Grant	Units @	Units @	Units @
		DC Rate	50%	\$250,000	\$500,000	\$1,000,000
Suburban	Multiple	\$ 9,831	\$ 4,916	50	100	200
Central	Multiple	\$ 6,585	\$ 3,293	75	150	300

100% Grant		2021	Grant	Units @	Units @	Units @
		DC Rate	100%	\$250,000	\$500,000	\$1,000,000
Suburban	Multiple	\$ 9,831	\$ 9,831	25	50	100
Central	Multiple	\$ 6,585	\$ 6,585	37	75	150

RECOMMENDATION:

For Council's direction.

**CITY OF KITCHENER
2022 BUDGET ISSUE PAPER**

ISSUE: BD04 – Reducing the City’s Facilities Infrastructure Gap
FUND: Capital
DEPARTMENT: Infrastructure Services – Facilities Management
PREPARER: Asad Qureshi, Director Facilities Management
BUDGET IMPACT: For Council’s Direction

BACKGROUND:

As part of the 2022 budget process, Council will be deciding on capital investment options in three different areas: affordable housing, facilities infrastructure gap, and community trails. Each area has three different funding levels, \$250,000, \$500,000, or \$1,000,000. This issue paper deals with the facility infrastructure gap.

The City of Kitchener owns 255 facilities varying in function and age. The Facilities Management (FM) division is responsible for operating and maintaining these buildings in a state of good repair (SOGR). The current 10-Year facility infrastructure gap has been calculated at \$185M. Investment in SOGR program will result in reduction of infrastructure deficit.

RATIONALE / ANALYSIS:

Closing the facilities infrastructure gap and ensuring City facilities are accessible and energy efficient is a high priority for the City. FM staff have reviewed the most immediate unfunded needs and have identified the following projects which could be completed in 2022/2023.

Several components at Lyle Hallman pool are reaching the end of their useful lives and require replacement. The work will include replacing the existing windows in the pool area with more energy efficient models, replacing the existing walkway and installing tactile indicators to improve accessibility, and replacing the overhang at the entrance of the building.

Comfort stations at City facilities are heavily used by the public. A review of these facilities has identified four (Victoria Park, Huron Natural Area, Wilson park and Breithaupt park) that require extensive refurbishing/upgrading. The work will include any needed structural or cosmetic repairs, accessibility improvements (where applicable), as well as replacing existing fixtures with more energy/water efficient fixtures.

The City has already replaced its streetlights with more energy efficient LED models. While the lighting at some City parking lots have been upgraded, there are still many other where an upgrade to more energy efficient LEDs is required. At the same time, the pavement in several City parking lots is also in need of repair. The work will include the conversion of conventional lights to LEDs and upgrades to pavement at several City facilities such as community centres, arenas and fire stations. FM has prepared a prioritized list of parking lots based on current condition and could complete the work over the next two years.

FINANCIAL IMPLICATIONS:

Project budget estimated cost is summarized below:

Lyle Hallman pool	\$250,000
Comfort station upgrades	\$500,000
LED lighting upgrades and repaving of parking lots	\$1,000,000

RECOMMENDATION:

For Council’s direction

**CITY OF KITCHENER
2022 BUDGET ISSUE PAPER**

ISSUE: BD05 – Enhancing Community Trails
FUND: Capital
DEPARTMENT: Infrastructure Services – Parks and Cemeteries
PREPARER: Niall Loble, Director of Parks and Cemeteries
BUDGET IMPACT: For Council’s Direction

BACKGROUND:

As part of the 2022 budget process, Council will be deciding on capital investment options in three different areas: affordable housing, facilities infrastructure gap, and community trails. Each area has three different funding levels, \$250,000, \$500,000, or \$1,000,000. This issue paper deals with community trails.

The Cycling & Trails Master Plan (CTMP) was completed in 2020 and is expected to be a catalyst for building a city where people willingly and joyfully choose active transportation for recreation and getting around. With a focus on planning and designing for “all ages and abilities,” the City is making it safer and more comfortable for everyone to get out walking, rolling and cycling. The CTMP identifies the need for additional funding in both the short and long term to achieve the goals identified in the plan.

RATIONALE / ANALYSIS:

The Community Trails General provision supports the development of trails within the City of Kitchener. Three principal project types are funded by the Community Trails General Provision:

1. Repair and replacement of pedestrian bridges. The City owns and maintains 65 pedestrian bridges serving our trails network. Investment, repair and replacement is largely reactionary and driven by the findings of the OSIM (Ontario Structure Inspection Manual) Bridge Inspections undertaken on a biannual basis.
2. Development of new trail. New trail is informed by the Cycling and Trails Master Plan and largely focuses on developing alternative routes or infilling gaps within the trails network.
3. Upgrade of existing walkways and trails to meet the needs of Kitchener’s growing and changing community as directed by the Cycling and Trails Master Plan. The focus of this work is on upgrading existing granular trails and walkways to asphalt trails and is directed by the Cycling and Trails Master Plan

Funding for trails is also supported by individual Capital Budget requests (such as for the recent upgrades to the Iron Horse Trail) and by grant funding (\$2M of improvements to the Walter Bean Trail are supported by DMAF, \$650,000 of Federal Gas Tax money has recently been allocated toward bridge replacements, and Council endorsed a successful application for \$1.55M of stimulus funding to support trail and bridge projects).

A project list stemming from priorities within the Cycling and Trails Master Plan has been developed, and funding allocated from the Community Trails General provision toward completing this work.

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Between 2022 and 2030, approximately 9.2km of trail upgrades are planned and approximately 2.5km of new trail is planned. Four bridges are currently being replaced (in Vanier Park, in Victoria Park, at Rothsay Avenue, and Lynn Valley) and an additional five are tentatively scheduled for replacement between 2022 and 2030.

The Cycling and Trails Master Plan indicates the need for 70km of off-road trail to be constructed to meet the needs for a connected community; 13km of this is considered an immediate or short term (by 2030) need. An additional 17km is identified as a medium term priority and 40km as a long term priority.

The Cycling and Trails Master Plan provides a construction estimate of \$450 per meter for trails. The nature of construction, landscape and works required alongside trail construction (such as grading, drainage etc.) all have an impact on trail costs, so in some cases this will be a generous allowance, in others, it may be under-reflective of true costs, but broadly speaking, this provides a reasonable number on which budget estimates can be proposed.

Three options for consideration are outlined below under financial implications and show an approximate number of linear meters of trail that will be constructed in each scenario and an operating impact of these additional trail lengths. In all scenarios, staff will rely on direction provided within the Cycling and Trails Master Plan to inform project priority and so investment will expedite the delivery of priorities within the Plan.

Trail construction requires planning and design work as well as permit approvals and site analysis. Staff already have a full construction plan in 2022. It is anticipated that projects to the value of \$250,000 could be added to the 2022 work plan, however, larger projects which are more complex could be planned in 2022, but construction would be in 2023.

FINANCIAL IMPLICATIONS:

The additional increase to the Community Trails General provision for each option is outlined below alongside the estimated Operating Impacts. Operating impacts occur in year following trail construction; 2022 capital works impact 2023 onwards operating budget.

	2022	2023	Additional Meters	Operating Impact
Option 1	\$ 250,000	\$ -	550	\$ 6,000
Option 2	\$ -	\$ 500,000	1100	\$ 12,000
Option 3	\$ -	\$ 1,000,000	2200	\$ 24,000

RECOMMENDATION:

For Council's direction.

**CITY OF KITCHENER
2022 BUDGET ISSUE PAPER**

ISSUE: BD06 – Increased Small Scale Traffic Calming
FUND: Capital
DEPARTMENT: Development Services Department – Transportation Services
PREPARER: Barry Cronkite, Director of Transportation Services
BUDGET ASK: None

BACKGROUND:

During the 2022 Capital Budget review session, staff was directed to investigate the impacts of increasing the Small Scale Traffic Calming by 3 flexible delineator locations per ward.

RATIONALE / ANALYSIS:

In 2017, Transportation Services launched a seasonal traffic calming program that included the installation of approximately 40 flexible delineators and 5 speed advisory signs throughout the City of Kitchener. The program has been met with general acceptance from the community and has resulted in many more requests. As a result, there has been a continual annual increase of the seasonal traffic calming program and flexible delineators, with the only exception being 2020 due to pandemic constraints. In total, the seasonal traffic calming program currently consists of 11 flexible delineators per ward that can then be used to address up to 11 roadways and 5 speed advisory signs that are deployed throughout the City on a rotational basis, covering an approximate 50 locations per year.

Staff does not recommend the installation of more than the current number flexible delineators contained within the program at this time. Their current effectiveness may be diminished if too many delineators are installed and the public simply views these delineators as “sign pollution”. Further, due to the scale of the program, some of the streets being targeted for implementation may not warrant such measures. Further, staff will be bringing forward a Vision Zero Strategy in late 2021/2022 with action items that could supplement the seasonal traffic calming program on a go forward basis.

FINANCIAL IMPLICATIONS:

The purchase and installation/removal of each additional flexible delineator beyond the current proposed program is approximately \$600; \$250 per delineator and \$350 for install/removals. The increase of 30 additional signs in 2022 will cost \$18,000. There are sufficient funds in the proposed 2022 seasonal traffic calming capital budget to accommodate this request should Council choose to proceed with the additional measures. However, each additional flexible delineator has an ongoing operational cost of \$350 beyond 2022, and this cost should be referred to the 2023 operating budget deliberations.

RECOMMENDATION:

Staff recommend no change to the existing seasonal traffic calming program.

Should Council proceed with approval of 3 additional flexible delineators per ward in 2022, the programming change can be accommodated within the proposed seasonal traffic calming capital budget. Additional operating costs in 2023 and beyond would then need to be referred to the 2023 operating budget deliberations.

Housing for All Summary



Housing For All

a blueprint for
a more caring community.

December 2020



Housing for All: Housing Framework in Ontario



Province	Service Manager (The Region of Waterloo)	Area Municipalities (Lower Tiers including City of Kitchener)
• Establish legislative and policy framework • Set out provincial interests for housing • Partner with Service Managers to ensure financial accountability through service agreements • Provide annual reports on province-wide progress • Contribute to funding for affordable housing and homelessness programs • Engage the Federal Government to establish a long-term national housing strategy including sustainable funding for affordable housing	• Engage the local community in determining housing needs, establish a housing vision and determine priorities for helping people in need. • Develop and implement local housing and homelessness plans that address provincial interests and are consistent with Ontario's Housing Policy Statement • Contribute to, coordinate and administer housing funding • Monitor and report on progress.	• Use local housing and homelessness plans as the basis for housing needs assessment to guide development of municipal planning policies and approaches. • Identify range of planning and financial tools that are available and create enabling frameworks for their use. • Develop and implement Official Plan policies and zoning to direct development and promote the availability of a full range of housing types to meet range of identified needs. This includes implementing policies to permit second units, as well as enabling policies needed to use planning and financial tools.

Source: Municipal Tools for Affordable Housing (Province of Ontario) <http://www.mah.gov.on.ca/AssetFactory.aspx?did=9270>

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Housing for All: Actions and Priority Areas



Priority 1: Human Rights Based Approach to Housing



Priority 2: Commitment to Lived Experience Collaboration



Priority 3: Help End Homelessness



Priority 4: Help Secure Community, Affordable Rental and Affordable Ownership Housing



Priority 5: Advocacy



Priority 6: Align Policies, Processes and Use of City Land to Facilitate More Affordable Housing



Priority 7: Fill Data Gaps and Establish Effective Monitoring and Accountability Mechanisms



Housing for All contains 43 actions under the 7 priority areas the City will take to support the Region in ensuring that everyone has a place to call home.

Housing for All: Year One Priorities



Year 1 Focus and Accomplishments

- Working to establish the lived experience working group pilot.
- Advancing the construction of supportive and supportive housing on City lands (YWCA)
- Finding a location for the ABTC program to relocate to
- Advancing the Lodging House Policy Review
- Advancing Inclusionary Zoning Work
- Engaging with the Region and other area municipalities and the public on affordable housing and homelessness priorities.
- Establish an affordable housing reserve fund.
- Facilitating affordable housing projects using a priority approach (oneROOF, Indwell – St. Marks Church, Menno Homes Bridgeport, etc.)
- Work with the Shift on a two-year pilot to focus on implementing the right to housing locally.

Housing for All: Year 2 Potential Focus and Priorities



Year 2 Potential Focus and Priorities

- Drafting DC policy for affordable and supportive housing for Council's consideration (Subject to establishment of a reserve fund)
- Work with the Region and the other area municipalities to comprehensively look at incentives and policies for affordable housing.
- Supporting development approvals aligned with the Region's goal of 2,500 new affordable units over the next 5 years and Rapid Housing Initiative Partnerships
- Continuing to advance Inclusionary Zoning Work.
- Lived Experience Working Group Pilot to monitor implementation.
- Identify opportunities for affordable and supportive housing through Land Disposition Strategy work.
- Continuing to advance Lodging House Policy Review
- Leveraging the new EARII team and the Social Planning position to address other actions

Housing for All: 2022 Budget



The most effective way the City of Kitchener can incentivize supportive and affordable housing is through Development Charge reimbursement for not-for-profit housing projects.

Council's decision point today is on how much funding should be allocated to the Development Charge reserve.

Staff will report back in early 2022 on a DC policy for supportive and affordable housing.

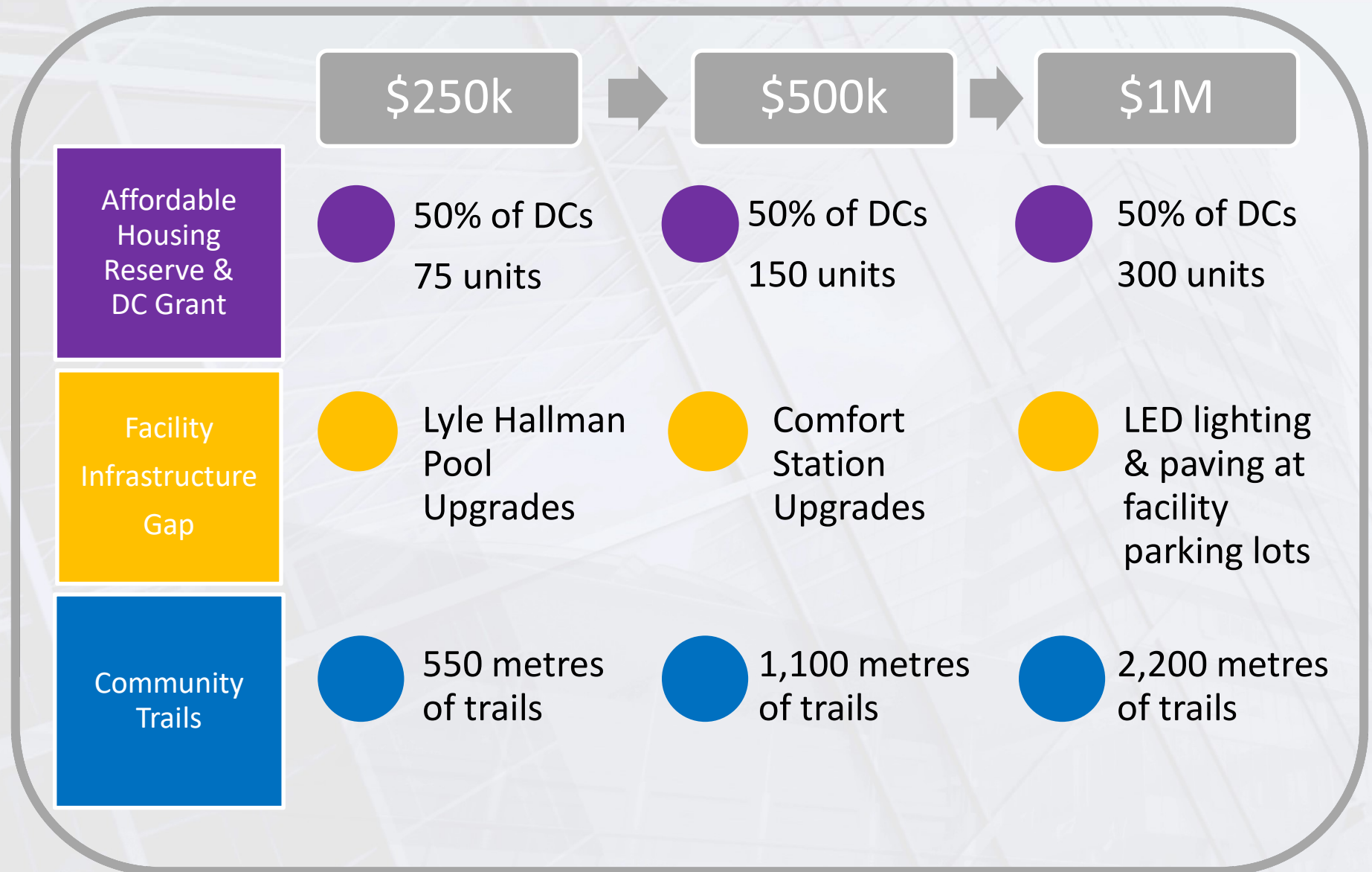
Funding for Capital Priorities



- \$1.25M that could be used for any priority
- \$500k that could only be used for Facilities or Trails options

Funding Type	Amount	Comment
Original Funding	\$1,000,000	Can be used on any priority
Additional Unrestricted Funding	\$1,250,000	Can be used on any priority
Additional Restricted Funding	\$500,000	Only available for Facilities or Trails
Total	\$2,750,000	

Moving Forward – Capital Investment Options



Tax Supported Operating Budget

Operating Budget Review



- Budget remains unchanged, but projected deficit has been updated since Operating Budget Day
- Operating Budget Report FIN-2021-58 included:
 - Staff Report (page 3)
 - Definitions, Abbreviations & Acronyms (page 16)
 - Tax Comparative Budget (page 19)
 - Boards Budgets (page 48)
 - Tax Supported Budget (page 55)
 - Enterprise Budgets (page 73)

Operating Budget Issue Papers



- Final budget package includes a small number of issue papers related to:
 - Neighbour's Day
 - Funding ask from House of Friendship
 - Funding ask from Social Development Centre
 - Resource related to purpose-built rental housing
 - Resource related to heritage
 - Snow clearing near Kitchener Market
 - Mileage & Per Diems
 - Public Input

**CITY OF KITCHENER
2022 BUDGET ISSUE PAPER**

ISSUE: BD07 – Neighbours Day Funding Increase
FUND: Operating
DEPARTMENT: Neighbourhood Programs and Services
PREPARER: Mark Hildebrand, Director Neighbourhood Programs and Services
BUDGET IMPACT: \$30,000 (increase Neighbours Day total budget to \$50,000)

BACKGROUND:

During the Operating Budget review session, staff was directed provide information identifying ways that the City could enhance Neighbours Day coming out of the pandemic, if the budget was permanently increased to \$50,000.

RATIONALE / ANALYSIS:

The first Neighbours Day event began in 2015 and had two goals. First, it was a chance to highlight the City's 13 community centres to people who may not typically visit them. Just as important, it was also an opportunity to provide formal and informal neighbourhood groups the opportunity to organize their own events that encouraged increased connections with one another. Traditionally, Neighbours Day hosted approximately 20-30 events across the city with thousands of residents attending. Events could be as small as a community BBQ on a court, in a neighbourhood park or townhouse complex common space. They could also be larger, including a multitude of activities with bands, games, crafts, demonstrations etc. While the City has traditionally provided some minimal funding to support a limited number of small grassroots celebrations, there is no existing funding earmarked for this purpose. As a result, most of the celebrations have generally occurred in neighbourhoods that have the financial and volunteer resources to organize this type of event without City support.

As a result of the pandemic restrictions, Neighbours Day 2021 gave staff the opportunity to focus even more on smaller events in neighbourhoods and on people's properties, across the city. The theme of Neighbours Day 2021 was "Host your own porch party". Residents volunteered to offer their houses to host and promote a neighbourhood concert on their porch or driveway. Staff focused strategic support to as many residents as possible, making it easy for them to host a porch party; with City staff organizing, connecting and arranging for local musicians to perform at individual homes. The day was a tremendous success with over 50 homes hosting small-scale events across the city. Also, new willing individuals were enthusiastically participating and hosting concerts, acting as connectors directly in their neighbourhoods, knowing that they had staff support in the background.

There are many ways that Neighbours Day could be enhanced if the budget was increased. By providing strategic support, similar to that in 2021, an increased budget provides significant opportunity to not only expand the number of events that are run during Neighbours Day, but also the opportunity to program to a wider variety of neighbourhoods that have traditionally not participated due to lack of volunteers, knowledge and/or resources. As a result, there are more residents volunteering, participating and connecting with one another.

FINANCIAL IMPLICATIONS:

In order to have a total budget of \$50,000 for Neighbours Day operations, an increase of \$30,000 (or a tax rate increase of 0.02%) would be required.

RECOMMENDATION:

For Council direction.

**CITY OF KITCHENER
2022 BUDGET ISSUE PAPER**

ISSUE: BD08 – House of Friendship Food Distribution at Community Centres
FUND: Operating
DEPARTMENT: Community Services
PREPARER: Mark Hildebrand, Director Neighbourhood Programs and Services
BUDGET IMPACT: \$50,000

BACKGROUND:

House of Friendship provides several food related programs (emergency food distribution, community gardens, cooking) at 5 of the City's community centres, for our residents experiencing poverty. Originally only offered at Chandler Mowat and Kingsdale Community Centres, in 2019 the House of Friendship, in partnership with the Food Bank of Waterloo Region and City of Kitchener, received an annual \$250,000 Ontario Trillium Foundation (OTF) grant, for 3 years, to expand the program to Centreville Chicopee, Forest Heights, and Victoria Hills community centres. These food programs are funded by several sources, including a portion of the \$150,000 Tier 1 grant (2021 funding) from the City. In March 2022, the OTF grant will be wrapping up, and to continue current food programming at all 5 City facilities, alternate funding sources will be needed.

On December 2, 2021 the House of Friendship sent a letter to the City requesting additional funding to support food distribution at our community centres.

RATIONALE / ANALYSIS:

Prior to the program expansion in 2019, House of Friendship served approximately 2,500 individuals experiencing poverty during the year, out of Chandler Mowat and Kingsdale Community Centre. Since adding the other 3 community centre sites, this number has doubled to approximately 5,000 community members. The number of individuals served is only one factor to consider when identifying need. Consideration also has to be given to the number of times that individuals have accessed the food programs, and this has also increased, tripling in the first eight months of 2021 compared to 2019. Focusing in on some specific sites, program use at Kingsdale, Centreville and Victoria Hills has continued to rise through 2021, seeing the average households served/week rising by about 25 households in the last two months.

The loss of the OTF grant (\$250,000) will have a significant impact on the current food programs. The House of Friendship has been working with the Food Bank of Waterloo Region and other donors to raise the additional dollars needed to cover the funding shortfall. As part of that work, it is requesting the City provide an additional \$50,000 in ongoing operating funding to continue the food distribution program within our centres. If House of Friendship is not able to find alternate sources of funding, they would continue to explore the use of volunteers and other community capacity for support. However, it would not be possible to make up the full deficit in this manner and it is likely House of Friendship would have to pull back on food distribution at the three community centre sites.

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2022 BUDGET ISSUE PAPER**

FINANCIAL IMPLICATIONS:

An increase of the size being requested by the House of Friendship cannot feasibly be funded through the City's existing Tier 1 grant budget. The requested budget increase is \$50,000 (or a tax rate increase of 0.04%).

On a related note, in 2022 staff intend to look at moving House of Friendship out of the grants process and continuing the City's partnership with them through a contracted fee-for-service model.

RECOMMENDATION:

For Council consideration and direction.

**CITY OF KITCHENER
2022 BUDGET ISSUE PAPER**

ISSUE: BD09 – Social Development Centre Waterloo Region Funding Request
FUND: Capital
DEPARTMENT: Development Services – Planning Division
PREPARER: Justin Readman, General Manager – Development Services
BUDGET IMPACT: \$63,200

BACKGROUND:

During the Capital Budget review session, staff was directed to provide information on the Social Development Centre Waterloo Region's (SDCWR) request for \$63,200 additional funding.

2020 Budget

During the 2020 budget, Council identified an annual operating fund of \$125,000 to support affordable housing initiatives. More specifically, the 2020 issue paper stated that future funding would be allocated based on the findings of the affordable housing strategy. At that time, several Councillors expressed they did not want to see this fund go towards staffing costs.

Current Funding with the Social Development Centre

The City of Kitchener provides \$11,526 in Tier 1 grant funding to the Social Development Centre Waterloo Region (SDCWR) for supports to Festival of Neighbourhoods. In 2020 SDCWR and the University of Waterloo were provided with \$10,000 to conduct research on displacement within the City of Kitchener. City of Kitchener staff also assisted SDCWR with their successful \$99,000 grant from the CMHC Community Based Tenant Initiative Fund to support the Lived Experience Working Group Pilot identified in Housing for All. The City of Kitchener is also providing \$30,000 to provide remuneration, meeting expenses, reducing technology barriers, capacity building and research for the lived experience members that form the lived experience working group.

SDCWR 2022 Funding Ask

Through the public budget input session, SDCWR has made a request to the City for funding for two part-time staffing resources. SDCWR has requested \$27,700 which is proposed primarily for staffing for the Civic Hub Program Support with stated outcomes of mobilizing lived experience voices and marginalized populations in conversations and consultations regarding municipal elections, COVID recovery in neighbourhoods, planning and development, equity and social justice, accessibility services, etc. SDCWR is also seeking \$35,500 primarily to cover staffing costs of Eviction Prevention Work with stated outcomes of resources and advocacy for Kitchener citizens as they struggle to access Housing Stability services, Landlord and Tenant Board, Human Rights Tribunal, and other resources to keep them from falling into homelessness.

RATIONALE / ANALYSIS:

Civic Hub

The Request from the Social Development Centre has identified two focus areas. One of the areas (civic hub) is not directly related to implementing Housing for All and targets more broad civic supports related to lived experience around municipal elections, COVID recovery, planning and development, equity and social justice, etc. Given that this is not directly tied to implementing Housing for All it should not be funded with Housing for All implementation

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money. The City of Kitchener also has a formalized grant intake process, which SDCWR had not submitted a request through to support this specific work. Should Council wish to choose to fund a program of this nature, outside of that formalized process, then it could set a precedent for other organizations to sidestep the established grant process.

Eviction Prevention and Housing for All

SDCWR's second funding request is for eviction prevention work. Within Housing for All there are two actions related to tenants/evictions. These are:

- Track and monitor renovictions, where tenants are displaced from their homes to allow major renovations or redevelopment to proceed and housing held for investment in Kitchener.
- Report to Council on the feasibility and implications of the following potential policy: Tenant Assistance Policy and implementing Bylaw to mitigate impacts from redevelopment of rental apartments on current tenants, including consideration of developers providing advanced notice and assistance to residents including relocation plans

Initial work has happened on understanding displacement through the 2020 research funding with the Social Development Centre and the University of Waterloo. Staff have not yet reported to Council on the feasibility and implications of a tenant assistance policy and implementing bylaw as staff have been focused on other actions in Housing for All, such as helping the approvals of supportive housing projects, transitioning A Better Tent City and establishing the lived experience working group. Therefore, it would be premature to fund a program that Council has not yet considered the implications of and its specific role as a local municipality.

Region of Waterloo Resources

The Region of Waterloo has a Renter's Toolkit web page that contains links to existing community resources and supports for people at risk of homelessness or require assistance with respect to housing. Council asked whether the SDCWR had engaged the Region of Waterloo on funding for this proposal and the response was that those discussions had not yet happened. By directly funding the proposed body of work, as outlined by SDCWR, Kitchener Council could begin to take on the role of the Housing Service Manager (a role assigned through legislation to the Region of Waterloo).

Next Steps

The City of Kitchener has expressed concern about the practice of renovictions and tenant displacement and the City's Housing for All strategy contains actions to understand and explore the City's role. Kitchener and the Social Development Centre Waterloo Region have successfully collaborated on Housing for All implementation (research on displacement and advancing the lived experience working group). There is an opportunity to collaborate and explore the feasibility of a tenant assistance policy in 2022; however, funding dedicated staffing for a program that has not yet been defined is premature.

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Staff have also assisted the Social Development Centre Waterloo Region on successful grant applications to other funding bodies and could support further assistance in 2022.

FINANCIAL IMPLICATIONS:

The funding request from the Social Development Centre Waterloo Region is \$63,200 (or a tax rate increase of 0.05%).

RECOMMENDATION:

That the additional funding of \$63,200 not be approved

That staff be directed to work with the Social Development Centre Waterloo Region on a grant submission request to the Region of Waterloo or other funders to further develop the Civic Hub Program and Eviction Prevention Work; and further,

That research on the feasibility and implications of a tenant assistance policy conducted by City of Kitchener staff include engagement with the Social Development Centre and other local not for profits.

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2022 BUDGET ISSUE PAPER**

ISSUE: BD10 – Resources to Explore Planning Policies to Accelerate Purpose-Built Rental Development

FUND: Operating

DEPARTMENT: Development Services Department – Planning Division

PREPARER: Rosa Bustamante, Director of Planning

BUDGET IMPACT: \$120,000 (\$30,000 Building, \$90,000 tax)

BACKGROUND:

During the Capital Budget review session, staff was directed to report back on the availability of staffing / consulting resources related to a review of policy to accelerate purpose-built rentals.

RATIONALE / ANALYSIS:

In August 2021, a Council Strategy Session was held on the Policy Workplan priorities. At that time, staff confirmed that the City's next Official Plan Review will commence in 2023 and that there are staff resources available to closely review and update the City's Official Plan policies. Given that there is a significant review of the Regional Official Plan and then a review of the City's Official Plan in 2023 it would be premature to retain consulting services to study how to bring on purpose-built rentals more quickly from a policy perspective. It is also important to note that planning case law has been clear that municipalities cannot regulate tenure (i.e. owners vs renters) nor can municipalities prevent an applicant from choosing to apply for a plan of condominium for a specific development.

Staff understand that one of the greatest incentives the local municipality can provide relates to development approvals, as time is money within the development industry. In 2020, Planning piloted a project manager role. This role focused on accelerating affordable housing and high priority project development approvals, identifying process efficiencies, digital transformation and managing affordable housing incentives.

The project manager role provided consistent file management, issue resolution and coordination approvals. Using this model, the approvals timeline for the Block Line Road YWCA women's supportive housing project was approximately 2.5 months (72 days) from application to full site plan approval versus the provincial average of 18 months (Source: Altus Group Economic Consulting (Sept. 2020) BILD Municipal Benchmarking Study).



Figure 1: YWCA's Supportive Housing Development Timeline

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Expanding the project manager program also allows for further customer service improvements within the planning division. This includes being a conduit back into the planning team to identify areas for process and/or policy improvement to encourage greater investment in affordable housing/rentals.

The project manager model did not contemplate providing dedicated project manager resources to purpose-built rental projects. Should Council wish to incentivize purpose-built rentals, then an additional FTE and associated funding would be required to expedite purpose-built rental development applications. This role would also include a benefit to the Building division, so if approved, staff propose the Building enterprise fund 25% of the position.

FINANCIAL IMPLICATIONS:

The estimated cost of an additional Project Manager position, including fringe benefits, is \$120,000, which would be funded \$30,000 from Building and \$90,000 from taxes (or a tax rate increase of 0.07%).

RECOMMENDATION:

That Council approve an additional FTE and associated operating budget to fund a Project Manager with the Planning Division that is focused on accelerating purpose-built rental development applications.

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2022 BUDGET ISSUE PAPER**

ISSUE: BD11 –Heritage Planning Resource
FUND: Operating
DEPARTMENT: Development Services Department – Planning Division
PREPARER: Rosa Bustamante, Director of Planning
BUDGET IMPACT: \$120,000

BACKGROUND:

During the Operating Budget review session, staff was directed to report back on the need for an additional Heritage Planner to implement the work of Heritage Kitchener subcommittees.

RATIONALE / ANALYSIS:

The current staff complement of Heritage planners is two full time equivalents (FTEs). The current heritage planning work plan includes:

- Supporting Heritage Kitchener,
- Advancing the profile of Heritage Planning through corporate initiatives,
- Providing heritage advice throughout the development review process,
- Administering the Heritage Grant and Tax Refund Program,
- Delivering the bi-annual Mike and Pat Wagner Heritage Awards,
- Reviewing and making recommendations on Heritage Permit applications, and
- Advancing planned policy planning work where applicable including neighbourhood specific planning reviews, secondary plans and the Cultural Heritage Landscapes.

At the August 2021 Council Strategic Session, Council provided input into prioritization of the Policy Planning work plan. At that time, specific heritage planning work, such as implementation of the Cultural Heritage Landscape Plan or advancing work through Heritage Kitchener was not identified as a priority for the 2022/23 work plan. The work to implement the 55 different Cultural Heritage Landscapes is a resource-intensive project. Some of this work is being implemented through other projects, such as the Neighbourhood Planning Reviews and planned secondary plans to better align resources (consultation, communications), and to ensure a comprehensive review of a neighbourhood's planning framework.

The Council approved Terms of Reference for Heritage Kitchener specifically states the policy purpose of the committee as follows:

Advises Council on matters involving conservation of heritage resources within Kitchener, both publicly and privately owned. Heritage Kitchener is a local architectural conservation advisory committee, as defined in the Ontario Heritage Act.

The responsibilities of Heritage Kitchener include:

- Advising Council on matters pursuant to the Ontario Heritage Act,
- Examining, researching, developing and preparing a detailed inventory of those properties it feels should be designated pursuant to Part IV and Part V of the Ontario Heritage Act,
- Annually reviewing local issues, proposing committee priorities and developing workplans based upon the identified priorities of the Committee,

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- Recommending to Council approval of grants pursuant to the Municipal Designated Heritage Property Grant Program,
- Promote greater public awareness of our built heritage and heritage conservation issues through exhibits, openings, posters, the plaquing program, guides and special events, and
- Assisting and lending advice to owners of heritage properties in terms of good conservation practice.

Currently, Heritage Kitchener is supported by a Committee Clerk from Legislated Services as well as the Heritage planners. Given the scope of responsibilities of Heritage Kitchener, the committee is adequately supported by the three City staff who participate in Heritage Kitchener.

Recently, members of Heritage Kitchener have expressed more interest in exploring initiatives related to decolonizing heritage and supporting projects related to equity, diversity and inclusivity. While it is commendable that Heritage Kitchener would like to explore decolonizing heritage, heritage planning staff have communicated to Heritage Kitchener that many of their ideas fall under the work program that will be led by the Equity, Diversity, and Inclusion (EDI) team. The Equity, Diversity, and Inclusion staff have not yet been invited to Heritage Kitchener to present their work plan, timing on their initiatives and how the EDI team can work with Heritage Kitchener in a reciprocal relationship that respects the roles and responsibilities of the Heritage Kitchener and the EDI office. This dialogue is necessary before consideration of funding of additional resources.

FINANCIAL IMPLICATIONS:

The estimated cost of an additional Heritage Planner position, including fringe benefits, is \$120,000 (or a tax rate increase of 0.09%).

RECOMMENDATION:

That an additional Heritage Planner FTE and associated budget not be approved at this time.

**CITY OF KITCHENER
2022 BUDGET ISSUE PAPER**

ISSUE: BD12 – Downtown Snow Clearing
FUND: Operating
DEPARTMENT: INS – Parks & Cemeteries
PREPARER: Niall Loble, Director, Parks & Cemeteries
BUDGET IMPACT: None (costs would be borne by properties benefitting from the service)

BACKGROUND:

During the Operating Budget review session, staff was directed to provide information about expanding the Downtown area for winter sidewalk maintenance by the City of Kitchener to improve access to the Market District and light rail transit (LRT).

RATIONALE / ANALYSIS:

The City of Kitchener provides an elevated level of service to the Commercial Core with respect to snow clearing. The Commercial Core is defined by the ‘Sidewalks – Downtown Snow Removal’ bylaw, Chapter 877.

This by-law identifies the streets where the City will clear the snow from the downtown sidewalks. Portions of these sidewalks front onto City and Regional property, but for the balance the bylaw states that the annual cost related to this service will be charged to the property owner. Approximately 487 properties (304 Residential and 183 Commercial) receive a special charge on their property tax bill related to snow clearing. For 2021, the revenue provided through the special charge to property owners in the downtown under this by-law was approximately \$85,000.

Properties outside the defined area are subject to the provisions of the Snow and Ice bylaw, Chapter 687. This places the responsibility for snow and ice removal of sidewalks to the private property owner.

The service level provided in the downtown is significantly higher than the service level of the bylaw. In the downtown, staff attempt to always maintain the streets free from snow and ice. Snow clearing and treatment work is ongoing throughout winter and even in more significant snow events, sidewalks are repeatedly cleared every 6 – 8 hours. The rationale for the higher service level in the downtown is due to the high presence of commercial properties and to support economic activity in the core.

Areas of the City relying on the Snow and Ice bylaw are required to be cleared of snow and ice within 24 hours of a weather event. Both service levels are higher than the Municipal Maintenance Standards, MMS, established provincially, which requires snow (to a max depth of less than or equal to 8 cm) and ice removal within 48 hours

Through a comprehensive review of sidewalk snow clearing practices between 2017 and 2020, Council approved implementation of the assisted services sidewalk and windrow clearing program and implementation of a proactive by-law enforcement program; however, did not approve expansion of City-led winter sidewalk maintenance.

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The streets Council has requested additional information for snow clearing are generally residential streets outside the defined downtown area in Chapter 877. All property on these streets is private and so all costs for clearing would be met by property owners on these streets. Based on a spatial review, the additional sidewalks on Charles, Eby, and Cedar represent 800 meters of additional sidewalk. These streets are currently cleared by property owners within 24 hours of snow or ice events. There is not a history of non-compliance or complaint with Bylaw for these streets failing to achieve the bylaw standards.

If additional streets are to be added to the bylaw (i.e. costs recovery vs. from the general tax base), it will require amendments to the current by-law and will also require consultation with property owners who are impacted as some property owners already have private contractors providing this service. Further, under the Municipal Act, if a street is added to the service area, all properties and owners identified within the designate service area must pay the levy. That is, a property owner cannot opt out if they do not want the service.

It is not possible to amend the bylaw for winter, 2021/22. Further, providing this service in winter 2021/22 could not be supported operationally.

FINANCIAL IMPLICATIONS:

- The Downtown levy is currently \$27.81 per linear meter. Amending the by-law to incorporate the approximately 800 meter of additional sidewalk would result in additional revenue of \$22,250 based on the currently approved 2021 User Fee.

RECOMMENDATION:

That no action be taken towards implementing snow clearing on additional streets near the Kitchener Market at this time given direction from the Winter Sidewalk work recently completed; and

That staff ensure these streets are a focus for proactive winter sidewalk bylaw enforcement.

**CITY OF KITCHENER
2022 BUDGET ISSUE PAPER**

ISSUE: BD13 – Mileage & Per Diem rates
FUND: Operating
DEPARTMENT: All
PREPARER: Bonnie Saunderson, Corporate Financial Advisor
BUDGET IMPACT: None

BACKGROUND:

To provide a comparison of the current mileage and per diem rates used by local municipalities.

RATIONALE / ANALYSIS:

Mileage Rate

Canada Revenue Agency (CRA) has prescribed mileage rates under section 4306 of the Income Tax Regulations that are considered to be reasonable, and therefore are tax-exempt automobile allowances. For 2021, the prescribed mileage rates are \$0.59/km for the first 5,000 kilometres driven, and \$0.53/km for each additional kilometre.

In previous years, City staff would prepare a theoretical calculation for the average cost per kilometre to own and operate a vehicle and make recommendations based on this analysis. Instead, staff are recommending to align Kitchener's mileage rates to the CRA rates each year, as they are in a position to determine the most appropriate rate for taxation purposes.

Per Diem Rates

The following is a comparison of current per diem rates used by local municipalities. Discussions with these other local municipalities indicate per diem rates will be held at 2021 levels with no increase. It is recommended that the City also maintain its per diem rates at existing levels.

CURRENT:

Municipality	Breakfast	Lunch	Dinner	Incidentals	Total
City of Kitchener	\$ 15	\$ 20	\$ 35	\$ -	\$ 70
City of Cambridge	\$ 15	\$ 20	\$ 35	\$ -	\$ 70
City of Waterloo	\$ 15	\$ 25	\$ 35	\$ -	\$ 75
Region of Waterloo	\$ 12	\$ 16	\$ 30	\$ 10	\$ 68

FINANCIAL IMPLICATIONS:

Based on current budgets (which are based off pre-pandemic operating norms), if the mileage rate is increased to match the current CRA rate, it would increase the City's annual costs by \$35,425. No adjustment to the budget is proposed as:

- The impact calculation is based on actual use which will vary from year to year, and will most likely decrease based on increased use of technology for virtual meetings
- The impact would be spread amongst several City divisions

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RECOMMENDATION:

That effective January 1st of each year, the City of Kitchener adopt the CRA prescribed mileage rate for that year as the City's per kilometre reimbursement rate. For 2022, the mileage rate will be \$0.59/km for the first 5,000 kilometres driven, and \$0.53 for each additional kilometre.

That the City of Kitchener's per diem rates remain at \$70/day (\$15 for breakfast, \$20 for lunch, \$35 for dinner).

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ISSUE: BD14 – 2022 Budget Public Input
FUND: Operating and Capital
DEPARTMENT: General
PREPARER: Debbie Andrade, Manager of Budgets
BUDGET IMPACT: None

BACKGROUND:

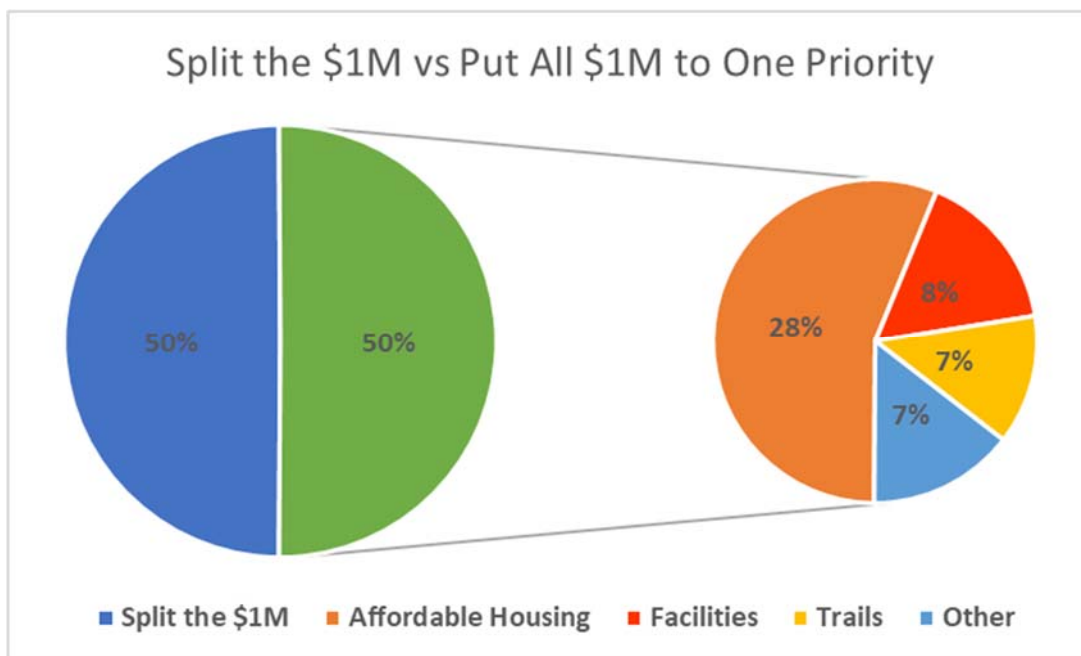
As part of the annual budget process, the City connects with citizens in many ways. The City holds a Public Input Night where residents can provide their opinion on the budget directly to Council. Additionally, the public can provide feedback using an online survey tool in which results are summarized and presented to Council.

RATIONALE / ANALYSIS:

The primary method of resident feedback about the budget is through the City's online survey. This year a total of 228 people responded to the survey, down from 474 in 2020 and 255 in 2019 (the 2021 survey had minimal participation in the midst of the pandemic). The survey included a total of 13 questions capturing general demographics, feedback on the proposed tax and utilities rate increases, strategic plan goals, as well as an opportunity to vote for the different capital investment options being considered by Council through the 2022 budget. Highlights from the survey are noted below with more detailed, written comments included later in the issue paper.

Capital Investment Options

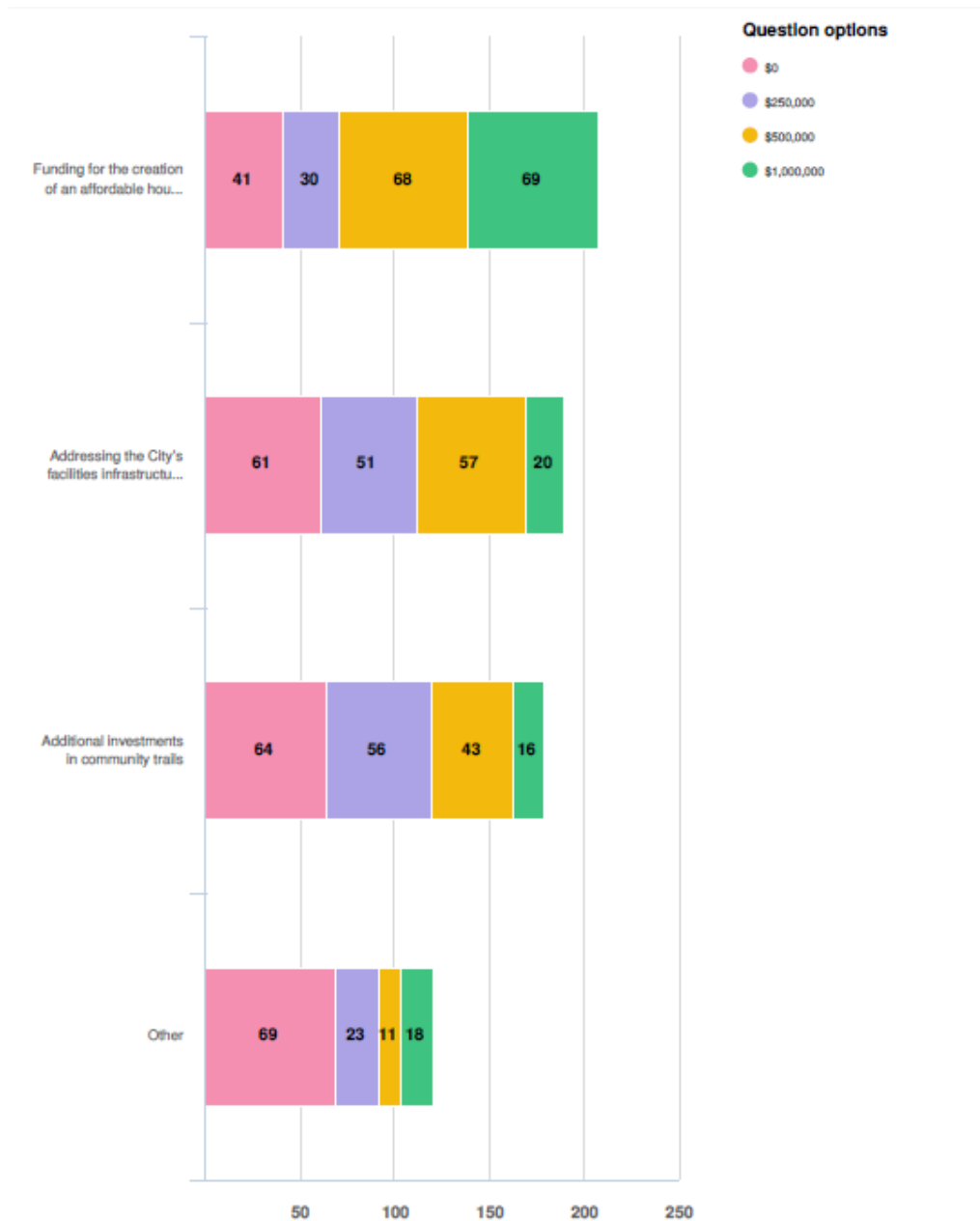
One of the main questions through this year's survey is what to do with \$1M of unallocated capital funding. Based on the survey results, half of the respondents said to split the funding over multiple priorities, while half of the respondents said to spend all of the money on a single priority (with affordable housing being the preferred priority area). A summary of this can be seen in the graph below.



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Looking at the more detailed results, affordable housing was the most popular capital priority at either a \$1M or \$500k investment. Of those who split funding, the most common options were \$500k each for affordable housing and facilities, or \$500k for affordable housing, with \$250k each for facilities and trails. These options are summarized in the table below.

	Option 1	Option 2	Option 3
Affordable Housing	\$1,000,000	\$500,000	\$500,000
Facilities	\$0	\$500,000	\$250,000
Trails	\$0	\$0	\$250,000

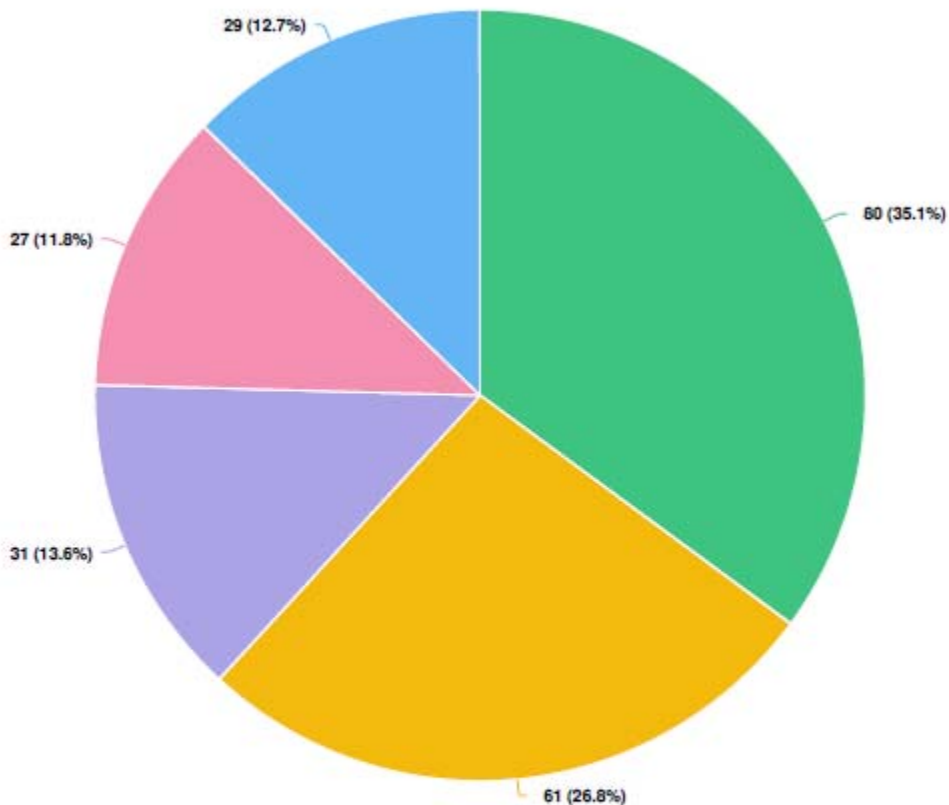


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Proposed Tax Rate

The majority of respondents think the proposed tax rate is reasonable.

- 61.9% said the tax rate increase is reasonable
- 13.6% said the tax rate increase is neither reasonable nor unreasonable
- 24.5% said the tax rate increase is unreasonable



Question options

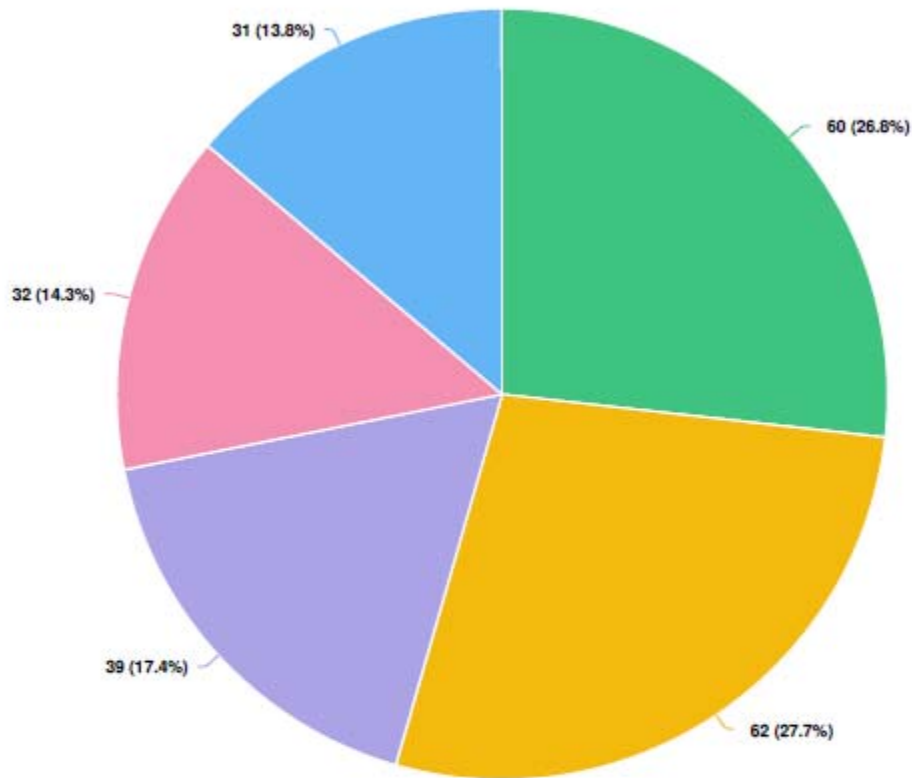
- Very reasonable Somewhat reasonable Neither reasonable nor unreasonable Somewhat unreasonable Very unreasonable

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Proposed Water Utilities Rate

The majority of respondents also think the proposed water utilities rate is reasonable.

- 54.5% said the water utilities rate increase is reasonable
- 17.4% said the water utilities rate increase is neither reasonable nor unreasonable
- 28.1% said the water utilities rate increase unreasonable



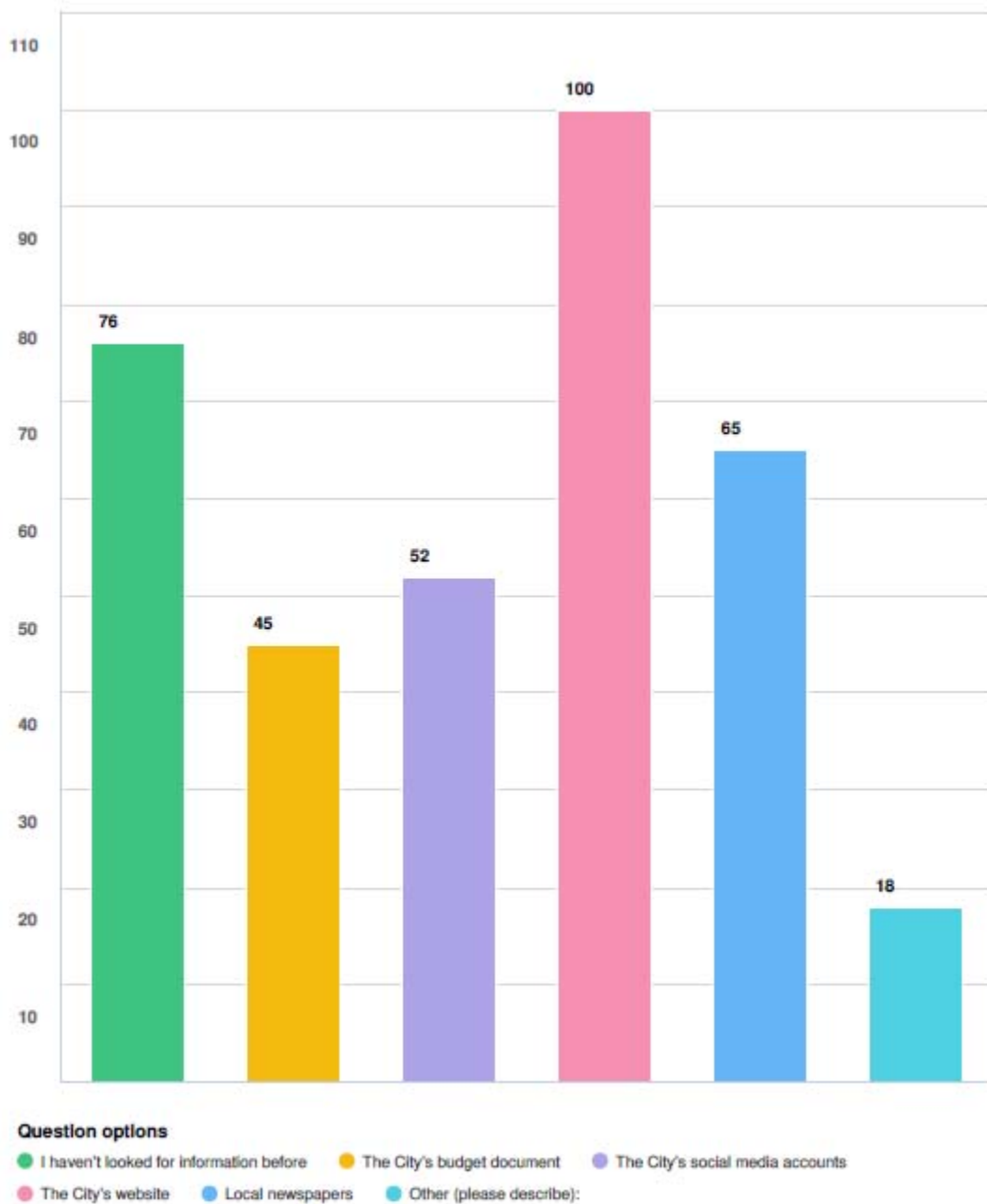
Question options

- Very reasonable Somewhat reasonable Neither reasonable nor unreasonable Somewhat unreasonable Very unreasonable

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Where Respondents Getting Their Budget Information

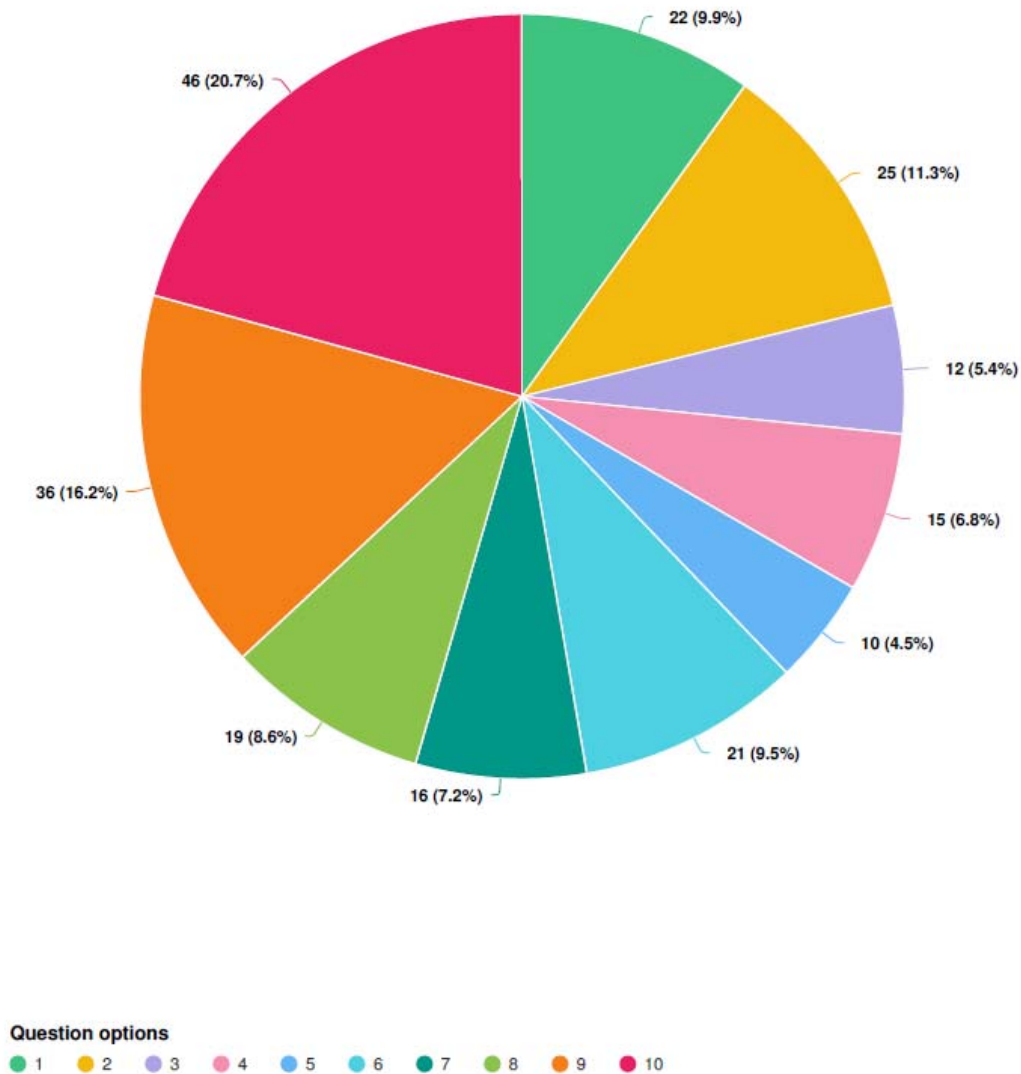
Most of the respondents are getting their information on the 2022 budget from the City's website and many of the survey participants haven't looked for information before this year. The results from this question will help staff prepare for future public engagement opportunities.



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Demographics - Ward

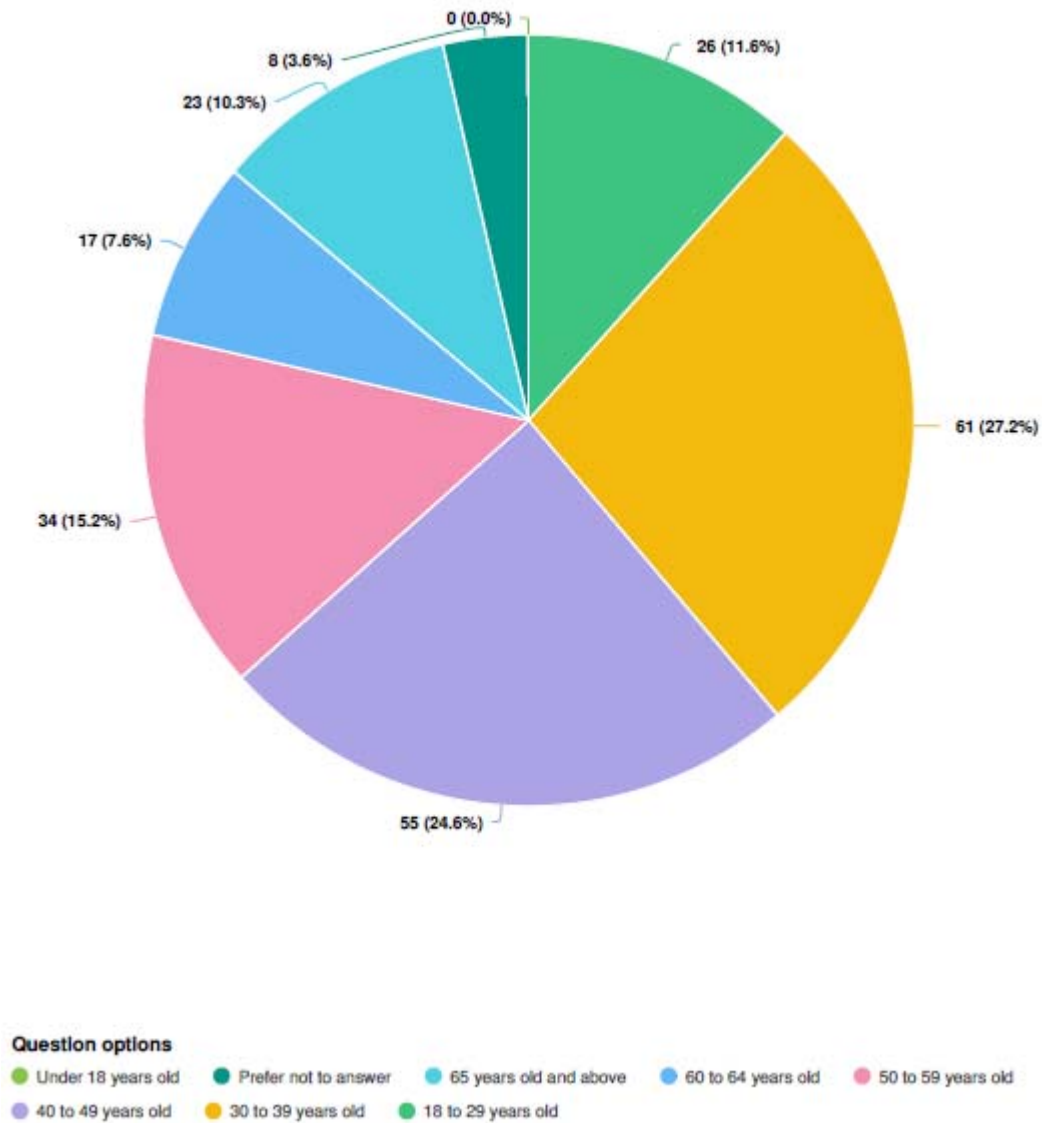
Responses came from every ward within the City. The largest number of responses came from Ward 10, followed by ward 9, and then ward 2.



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Demographics - Age

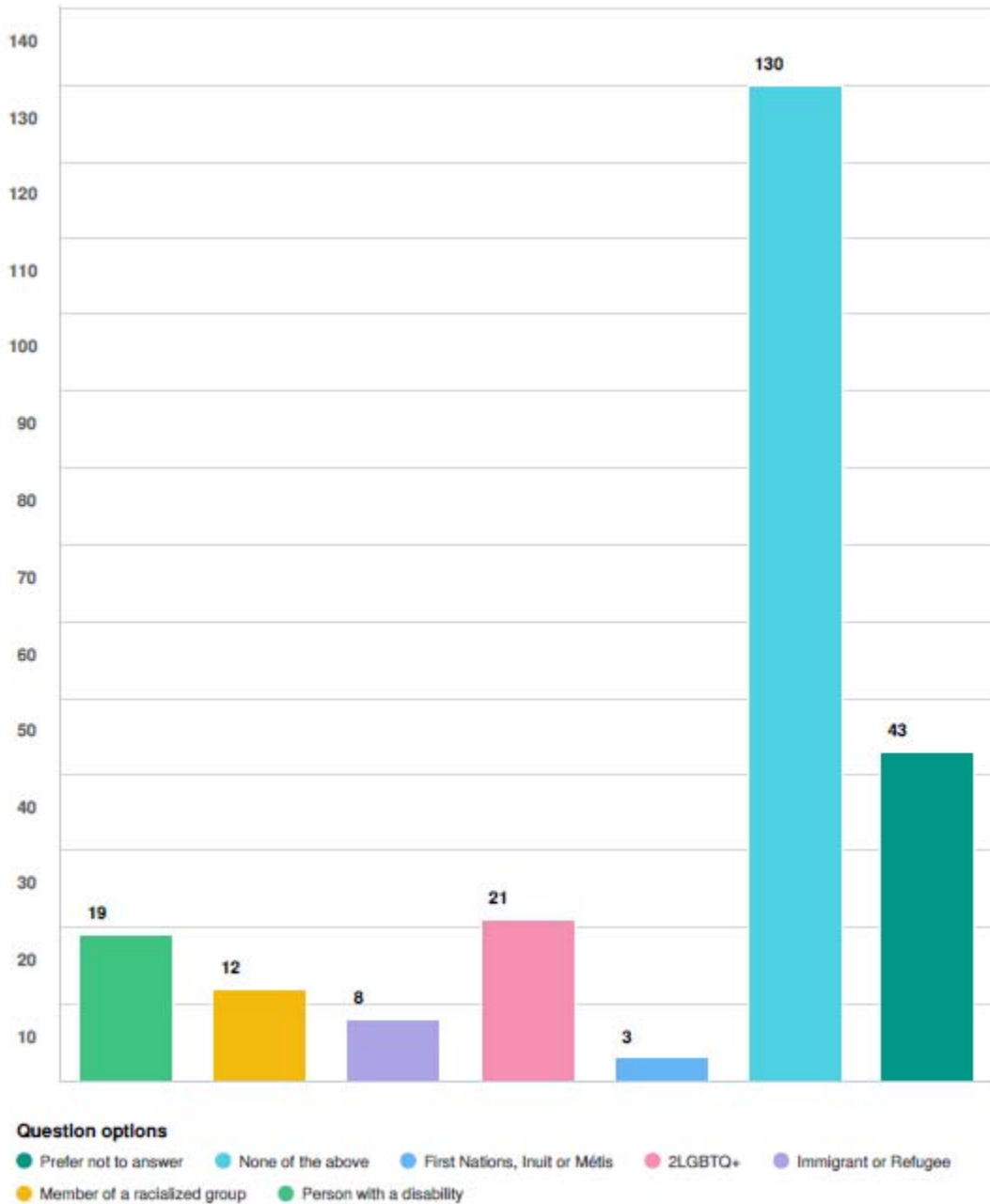
Most respondents were in their 30s, 40s or 50s.



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Demographics – Associated Groups

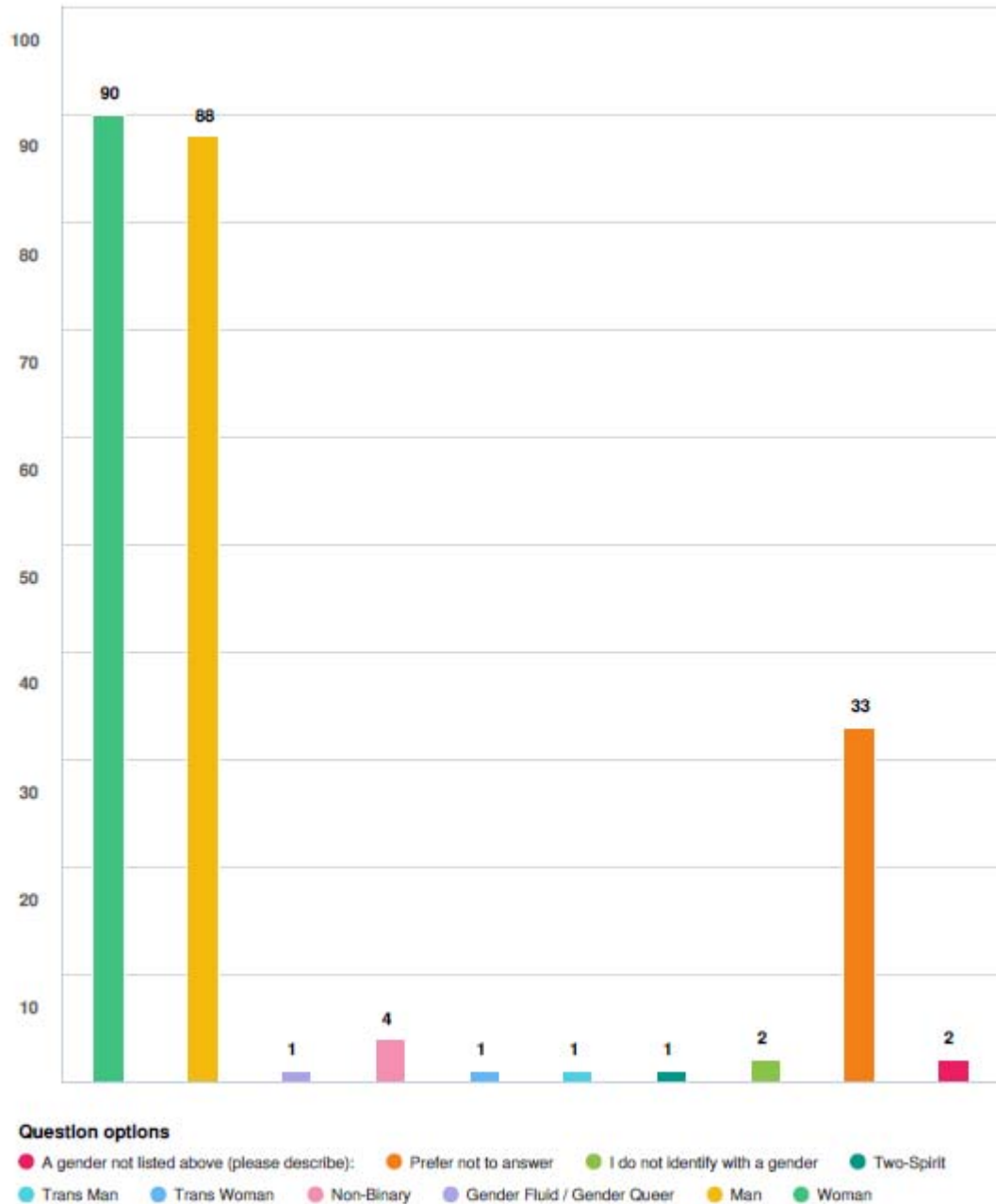
The following chart is a breakdown of participants by associated groups.



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Demographics – Gender

The following chart is a breakdown of participants by gender.



FINANCIAL IMPLICATIONS:

There are no financial implications.

RECOMMENDATION:

For information only.

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Written Comments

Capital Investment Options

Affordable Housing

- I'd like to see the money split between immediate housing projects and a reserve fund for said projects. Imagine the public housing that could be created on the land taken up by a single hole on a golf course that I'll never use, let alone the whole course!
- In order to reach zero homelessness by 2025, the City will need to invest in considerable affordable housing. As of 2021, just over 1000 people in Waterloo Region are unhoused, with a large proportion in Kitchener. The number of unhoused is likely to increase. Other infrastructure should also be invested into some extent, so I would prefer a higher increase in taxes for more investments in infrastructure.
- Affordable Housing is important in the City of Kitchener: I understand that the Province and the Federal Government are also pitching in to help our City.
- 600 homes are still not enough housing for our homeless population. Aren't there over 2600 people waiting for subsidized housing? People need a place to live first. Then you can pave some parking lots (actually don't pave the parking lots at all, make them into public spaces instead please).
- I would put \$750,000 towards affordable housing and \$250,000 towards trails.
- Need support workers for affordable and supportive housing.
- Affordable housing should be required of developers. They are making healthy profits and could afford to provide some affordable housing
- Affordable housing is the key problem.
- "If we can support the people of this city we affordable housing, we can give people a chance to be productive. It can pay for itself. Trails are wonderful but how can we invest in trails when we have homeless people living in sheds? Help families be successful, with safe affordable housing. They'll pay taxes on the long run. We can build trails then.
- Additional \$250k to housing
- 1 million to offset housing costs isn't a lot but perhaps it can be combined with FCM or federal funding.
- It has been YEARS of discussing affordable housing. With the lack of movement and slow progress of ending chronic homelessness and to sustain housing prevention has been lack luster in RoW. Shelter systems are collapsing and there is always a lack of resources for housing. We NEED AFFORDABLE housing years ago. It's so crucial to develop housing as it intersects with education, the work/labour market and the future of KW. Poverty rates are rising and increased service use for programs like emergency food, social assistance and police/justice programs. All of these costs completely outweigh affordable housing investments.

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- Affordable living should be the main concern over anything else at all. Pools can wait. Trails can wait. People are struggling to live in Affordable housing. Help these people first I'm not sure how there is even any other options being considered here.
- I did not select affordable housing as I believe each high-rise rental that is built should have 10% affordable units. This is city is allowing developers to get rich without helping the region solve 'real' problems.
- We are in a housing crisis. Affordable housing is top priority.
- more affordable housing. no one can afford to live here as no new apartments are getting built. it's all condos!
- Let's help people who are marginalized. Not into beautification of our city. That can wait. Maybe next year. Marginalized populations need help NOW! Invest in housing.
- The ranges for the amount of housing is confusing -- invest in as many nice affordable living units as possible... 500 more meters of trail may not be significant in some areas, but it's a start. Lyle Hallman pool is used by various members of the community, especially in the winter months it's a great place to exercise

Lower Taxes

- Save the money go reduce taxes
- Tax breaks. It's almost impossible to live here without an income of \$120,000/year.
- Lower our taxes
- How about give it back in tax relief
- \$1,000,000 for property tax reduction.
- I have some leftover capital, don't know how, but how do you think I should spend it???? Why not save it, invest it for something that we really need. Or, how about giving everyone a rebate?
- if there is excess money left over that means the city is overcharging taxpayers. Maybe that million should go towards to pay for the water utilities instead of just spending it for the sake of spending it.
- why does every surplus have to be spent? Why can't it be used to keep tax increases down?
- Put it towards anything that doesn't have to increase the taxes or corporate utilities for homeowners. We need to stop taking it from those who own homes or there will be an increased need for affordable housing and the foodbank. Please just stop.
- do not spend money if not needed so you have a reason to increase the taxes again as you already are planning to do so .
- This money should be left in the tax paying residence pocket rather than a surplus that the city has no idea what to do with.

Other Comments

- Housing is a regional responsibility that should be funded by them. I believe the current state of the trail system is relatively good compared to the state of some of our pools and arenas etc.

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- Cleaning services
- Stop funding bike lanes and bike environments that no one uses.
- i click other by accident
- Shaded areas as well as seating at parks and splash pads.
- Slow cars down on our street oprington drive where they seem to think it's a racetrack between Victoria and benesfort drive
- "Learn to be financially responsible in the growth of the city. Anyone can grow an economy with constant city growth, the trick is to grow your economy without constant city and tax growth. Hire an independent auditor to expose the frivolous spending of council and what the total cost of these programs cost. (Indigenous costs the lands of the city and surrounding area were sold by Chief Brant who was also a slave owner. Perhaps the city should get their own appointed committee members to acknowledge these facts).
- A Community space for Indigenous and marginalized folks to gather, seek community, and care
- Climate change initiatives - bus shelters with green rooftops - bee gardens, lots of tree planting and solar panels in parking lots.
- Indigenous Community Hub
- NONE of these are worth this funding. More community centers should be updated. Streets need to be plowed earlier and regularly.
- Food
- How about a rainy day fund. Silly me that's what we do with the surplus gas utility money.
- Refurbishment and update to city parks (not trails) including the park at River and Manchester Rd specifically.
- creating more FULL-TIME jobs with benefits and closer to the living wage
- Transforming the City to withstand destructive climate events, to keep people safe when these happen and to become an environmentally sustainable community.
- Proper bike lanes which are part of interconnected networks.
- improving sidewalks in areas like mine where 3 buses twice per day drop off kids and a senior residence. I've told people who trip on it to sue the city, I am tired of complaining.
- Infrastructure upgrades... roads, water lines, etc.
- Sidewalk winter maintenance program
- Save it for a rainy day like most households have to do. Because you have a surplus, you are going to throw it away. A coworker once explained that to me on how you spend in on anything, just spend it or lose it. That is simply incredible
- The performing arts have suffered greatly since the pandemic began. Please make sure that they are considered in the new budget.

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- We need more buses. GRT drivers are professional at their jobs but I see too many times that they are off-schedule due to detours or heavy traffic beyond their control; they are "stretched too thin." As a result, we passengers are late to work and medical appointments. Not acceptable. More buses on the road (running more frequently) would relieve these problems.
- Invest in utilizing the streetlighting mesh network for smarter city services.
- forest heights pool is still and has been for years totally oversubscribed, southwest of Kitchener needs pools and rinks
- Camera's in high crime areas.
- Imagine how many affordable homes and nice trails we could build if we didn't spend 10s of millions on unnecessary policing.
- Trails are very important
- City facilities parking in general should not receive any more than the minimum upkeep necessary. Affordable housing should come at a greater cost to current and new residents at not at the expense of improvements otherwise included here.
- Managed to find money by reallocating a couple of million dollars from the police's nearly \$200M budget. Additional social support funding is sorely needed. So many kids are without necessary supports and opportunities to thrive.
- ME!!! the revenue tool deserves some consideration perhaps.
- Use the funds to offset the water rate increase
- Shoveling sidewalks at key points, beefing up bylaw inspections of city sidewalks during winter
- I would like to see improvements to pedestrian and cycling infrastructure around City facilities as opposed to repaving parking lots. We should be encouraging AT as much as possible. Add more secure bike parking and improved pathways through parking lots for pedestrians so we're not walking through parking lots to get places.
- "Addressing the city's infrastructure debt is fine, but I'm not sure that repaving parking lots is a great use of money when we should be shifting transportation modes away from cars. Would that land be better reallocated to housing? Investing in cycling infrastructure is great, but I think the focus on trails is going to result in little shift in transportation mode. That money would better be spent on a contiguous network of separated bicycle lanes (not just painted road gutters), and much better maintenance (e.g. snow clearing in winter, sweeping in other seasons, and maintenance of smooth paving without obstructions) -- that would actually induce demand, which is the goal. I would not spend any city resources on an affordable housing reserve. Your money and energies are better spent streamlining the approval process and making fundamental changes to land use policies that have been blocking development of sufficient housing in the region for my entire adult life. It's intergenerational warfare, and you have to stop."

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- Improving walking and cycling infrastructure.
- Economic growth and support, fraud prevention.
- Curious if community trail fund could be drawn out further with gravel trails rather than asphalt
- "Underserved populations. And repairs to existing public housing. Mental health, drug addiction. No policing."
- Parks are desperately needed to support the new development.
- I think additional investment should be more rounded to include more for community benefit between the facilities and community trails which benefit the City as a whole and that the Region should step up for more of the affordable housing reserve. I realize this does not match your options but should be noted.
- City Parks and green space control vandalism
- Social services; outreach for vulnerable populations
- I would like to see more investment in mental health and social program resources.
- Instead of a tax increase put that money into water and sewer

Community Priorities for 2022 Budget/Next Strategic Plan

Affordable Housing

- Addictions and mental health supports need urgent funding, along with increasing supportive housing stock. It's disgraceful that we have people living on the street while we worry about if parking lot lights need to be converted to LED or if the irrigation systems at our golf courses need to be repaired. Please help these people!
- HOUSING. Rent is too high
- housing and homelessness.
- No more condos! Affordable housing should include freehold and semi detached homes. Building more condos is not going to change the fact that people who live here drive cars. Our cities are not meant to function like downtown Toronto. The LRT is not a substitute for a subway system nor should it be. Increasing the city's population is only going to make pollution and traffic worse.
- Affordable housing, supporting shelter systems, safer streets, reducing traffic speeds on residential roads
- Just housing. We're in a crisis
- "Yes tax relief. The drug epidemic. Affordable housing. Our city is looking rough not the Parks, buildings, in streets but the community and the people. Also something should be done about creating interaction with communities. This is the loneliest most boring city I've lived in. No sense of community at all. "
- While I appreciate the push to make choices with limited funds (\$1 million) I am disappointed that increasing taxes is not an option here. I believe that both housing and trails need high levels of investment. That may not be possible with

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the suggested 1.9% increase, but it may very well be possible with an increase closer to the rate of inflation. I'd rather see slightly more of increase shared amongst all residents to ensure that we have quality municipal services for all, then just having bragging rights that 'we kept taxes low'.

- Investment in affordable housing should be backed by zoning policy for new developments - force developers to include family units & below-market units if they are going to build in Kitchener. Otherwise investment in affordable housing will get undermined by current incentives for developers to build investment units only therefore pushing housing prices up continuously.
- Housing for all, Indigenous space
- "affordable housing is #1 "hair on fire" issue- speed up implementation of downtown cycle grid phase 1 and subsequent phases. Phase 1 could be done by now but it was spread over 3 years. Postpone all other roadworks and complete the cycling network please. "
- HOUSING all around Ontario and maintaining the city as is instead of turning it into a concrete jungle or a driving nightmare with traffic.
- Getting homeless people off the streets and into housing.
- Affordable housing and Equity
- "I just want to say thank you for your hard work. I am especially impressed by your wonderful transit. My family just moved here and we love the LRT, we use it all the time. I know some people were not ""on board"" with it but, I really think it was worth it. And your parks are amazing! Your city planning is stellar. Housing affordability is so important, but the sprawl is also really depressing. Can we focus on density?"
- Housing
- Housing for low- and middle-income brackets.
- Housing in the community has become unaffordable. Research regarding caps on housing costs would be useful. Reducing waitlists for people - disabled individuals in particular - so they may receive access to affordable or community housing should be our priority.
- Homelessness and housing affordability is the most pressing issue in this community currently and must be addressed first. The Point in time count shows homelessness had tripled since 2018. You need to make significant investments in the shelter system as well as affordable and supportive housing.
- Incentives (even if just a reduction on the revenue side) to encourage more low to mid-rise multi unit or dense townhome developments in the core areas. We provided large development cost benefits to high intensity developers around the LRT. We need more forward thinking on how to provide more family oriented and blended density as high density 1-2 bed apartments are still in high velocity. This could help relieve the pressure on the SDH market where families still are not served by the new housing stock in the core.

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- Further investments in infrastructure, more density for the downtown core, encouraging more building of homes.
- "Affordable housing. Libraries for their continued role in learning and supporting newcomers and marginalized communities "
- "Roads! Undeserved pop. Repairs to existing public housing. Social services. No policing issues. No more transit stuff. Didn't want LRT to begin with. No buildings like Rim Park. No updating to existing government buildings. Example the City hall project. Undeserved and financial assistance to ppl on social services. Mental health, drug addiction.
- I think that the police budget should be reduced and redirected to other infrastructure and housing projects

Lower Taxes

- Cuts not adding on
- Lowered taxes, affordability, and sustainability

Other Comments

- Not bike lanes
- Social assistance programs that low income and retired community members can keep their houses, utilities, and eat. It is unjust that they have worked so hard for our community in the past and now with the cost of living skyrocketing out of control, they have to go without the basics of life.
- Increase spending in built heritage conservation programs, such as property grants. These are still at the level of 20 years ago, while costs to care for a heritage building have increased 10-fold and more. Also, built heritage promotion and education (walking tour brochures, interpretive plaques, more and better information on the city website, etc.) should be adequately funded and prioritized by management. Low level staff and volunteers don't have the financial resources required to do the job they would like to do.
- Safety
- sidewalk clearing
- I think it is important to note that the infrastructure gap funding also looks at energy efficiency leading to climate change mitigation.
- In today's landscape, almost all of these 'priorities' do not represent good fiscal management and especially NOT the mandate of 40 km/hr residential areas.
- Reconciliation, climate change action/environmental stewardship
- Regular maintenance to city funded playgrounds and parks. Many are in disrepair and unsafe
- Environmental leadership and vibrant community

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- Cancellation of the road speed fiasco or ask the region to pay for the cost since most of the problem is driver frustration caused by the lrt. Elevate the lrt tracks from blockline station along Courtland ave . And lowering the line once it crosses Courtland. This would make a massive improvement in traffic flow in entire fairway/manitou/Courtland corridor.
- I like that the City recently voted in favor of helping the fire service who do an amazing job!
- Look at the list of services the united way supports and pick from that list that isn't funded currently.
- Efficiency - utilizing the taxpayer funds most effective way possible.
- No
- No staff increase, wage gap \$70,000 max any city workers
- Accessibility across the board. Considering 22% of Ontarians 15 and over have some sort of disability, this will need to be worked into all plans, especially since this number is likely to increase more and more as the median age of the population increases over the coming decades.
- Stop taking down trees: forests to build houses. Keep trees and trails and decrease the number of homes being built
- "I find it interesting that you completely skip over the proposed 12.7% increase to gas in this survey. Could that be because it is a completely out of line increase proposal? Majority of your residents and taxpayers have yet to financially recover from the effects of the pandemic. A 12.7% increase to gas could potentially break residents, especially during the winter months, it will increase even further than the 12.7% once to add on the extra carbon taxes that will accumulate on what you for usage. If you are going to ask residents their opinion on proposals, you should be asking questions about all proposals, not just what you deem as reasonable."
- Park upgrades and natural area enhancement, restoration and management for biodiversity
- Local parks
- Residential street speed and congestion issues. Too much street parking is currently allowed on main neighborhood streets making it unsafe for pedestrians.
- Trees should be a major focus in all urban areas. There is not enough canopy cover on downtown streets.
- I want to know how we are continuing to invest in green energy and equitable access to food and care for children living in poverty.
- Repair the sports fields! Have them properly maintained!
- Not replacing thousands of signs to decrease the speed limit, this is political posturing at its worst, this change on paper won't make our streets safer or give drivers the infrastructure they pay to use through taxes. I support some of the invasive, targeted traffic calming measures though, these make sense at our schools and parks.

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- I would like to see an efficiencies list - where has the city made gains? The news is full of problems - it would be great to see solutions or gains. Kitchener is a great place to live, and we need to promote how efficiently it is run.
- Continuing to give neighborhood associations money to hold events and programming through the growing funds grant.
- Parking for parks
- should reduce traffic calming
- sidewalks... you want more people walking. also, more stop signs. forget speed bumps, and those 40km dividers only cause more dangerous situations than they fix.
- Security. We've seen so many cars and sheds broken into in our ward.
- Cut back on staffing or maybe tell the city works crews that all the time they spend at McDonalds on Fairway Road is on their own time. Wow, never heard of starting your shift on break with full pay, I must have been in the wrong line of work.
- How about treating everyone equal. You know, like all lives matter. Where was this caring community years ago where discrimination was practiced openly and allowed?
- In step with people friendly transportation, it would be encouraging to see a trend toward less car centric development and car centric transportation systems
- stop virtue signaling in areas that are out of the municipal jurisdiction and focus on running the city efficiently and effectively
- Regionalize the fire department
- Accessibility, affordability, and wellbeing. Not necessarily in that order.
- Environmental leadership which needs to be vastly increased
- Education on how we, as individual families, can do our part to reduce the impacts of climate change. Working with the Region to make our trash sorting (e.g. recycling) more simple and efficient and providing us with low-cost/cost-free ways to reduce our carbon emissions at the individual level. Should we, for example, buy an electric furnace or hot water heater rather than a gas one? Will this cause a drastic increase in the cost of utilities? This is one of many examples of which I don't know the answer but would like to have an honest one!
- bringing back fluoride to our water system. Studies in various jurisdictions shows it reduces cavities. Communities that got rid of fluoride in the water system have seen increases in cavities.
- As stated above, a better public transport system is needed, more buses and more frequent runs. Since ION started and the Charles Street terminal is no longer being used, bus drivers are unable to meet schedules and be on time at the downtown bus stops. Traveling by bus is seen as the down and dirty way of travel, due in large part to the severe unreliability of GRT. People from other places agree completely that Kitchener's system is extremely unreliable and poorly organized. Investing money in fixing that is an absolute necessity. If people want to walk, they can always use the street like I've been doing for twenty years; no need for more trails.

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- Snow plowing city sidewalks. It is absolutely dreadful how quickly city sidewalks become almost unusable for parents with strollers or the elderly, or anyone worried about slipping or with mobility issues. For all the talk of inclusivity our city sidewalks come winter are a sharp reminder of the false rhetoric of such language.
- Installing water fountains at the city's parks.
- start listening to staff, council! you're the uneducated ones making horrendous decisions that are keeping this city light years behind where it should be, rest assured all these people moving to the area will be demanding services that you were too short sighted and too cheap to implement
- Upstream services which provide supports and aid to the community for mental health, drug treatment, homelessness
- Making customer service more accessible for all in the city
- Please continue to invest in cycling infrastructure across the city. There are a lot of gaps in the network that need to be filled before we have a safe, functional system for everyone who wants to cycle.
- Anything that reduces climate change impact. Transit options, etc. Not more money into roads.
- "upgrading safety and security - buses, trains and comfort stations with ballistic-proof and vandalism proof glass, comfort stations need the feet exposure gap closed permanently, the warmth should not escape the internal environment of the station when inside it regardless of whether sitting or standing. upgrading efficiency and effectiveness - intelligent region (smart city and smart home) energy re-harvesting device technology mandatory provisioning for personal access devices, personal/public transportation vehicles, home cooking appliances, smart grid resources, this will save the city an average resources cost of between 47.5% and 89.9% per each month or higher amount value whilst it will save the home an average resources cost of between 15% and 38.5% per each month or higher amount value which depends on the type of device/machine and method/medium being utilized and the variable amount of utilization, how much and how often its being used."
- Eco friendly and sustainable upgrades to the city
- Redirecting police funds to community projects that actually benefit the entire community.
- No.
- Do not spend my tax money on Ezra ave parties. Stop them before they start.
- Yes! As a Kitchener Ranger season ticket holder, parking at the Aud is a nightmare. Looking at the ION, you want a 63-year-old man getting dropped off at Borden and walking 25 minutes in the bitter winter weather to get to game to cut down on pollution and environmental issues by leaving my car at home and using the ION. Taking a city bus is roughly an hour. Bring back restaurants that shuttle fans on school busses or have shuttle from Borden directly to Aud running every 10 minutes.
- free programming for children and youth

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- Myself.
- NO
- Reduce police budget. Increase public services elsewhere.
- ME!!! the revenue tool deserves some consideration perhaps.
- Need better value to the for the taxpayers instead of this Liberal spend at all costs way of thinking
- Indigenous Community Centre
- It's been a while since I had read the strategic plan, primary focuses are still safety of the community. This interests with race and diversity - there is still tons of discriminations in RoW towards BIPOC groups especially Indigenous communities. There's also a huge rise of domestic violence towards women and children over the last year. It's crucial to reflect on how COVID has massively affected the strategic plans and goals. It's also important to be mindful of the growing GTA population who are moving to RoW and commuting to work. This is effect the local community. I don't have much thought on transportation, but it should be accessible. LRT expansion to Cambridge would be great.
- Keep it up with the improved cycling grid. Continue to encourage revitalization of the downtown. Encourage influx of new businesses downtown that will help the growing population in the area.
- Decreasing driving infrastructure. Improving cycling and walking infrastructure.
- Push for improved connection to other regions! More frequent / faster GO service to Toronto, build the expressway to Guelph, advocate for more highways & rail infrastructure.
- Plant carbon eating trees that provide shade.
- Improving love my hood funding
- Climate change - capital improvements to reduce emissions
- Mental health services and programs. Investments in places that provide assistance and supports for vulnerable people in the community, like youth services, addictions recovery services and gender-based violence supports.
- Parks
- Planning for extreme weather events and its impact on the city's infrastructure.
- Improved care of City Parks and green space. Curb Vandalism of statues and structures in parks. Especially Rockway gardens.
- Addressing climate change.
- Let's not get into wasting money on things like Rim Park, LRT, and rejuvenating City Hall. Terrible allocation of taxpayers money! No one wanted any of it. After Covid let's do what's necessary, not frivolous.
- New auditorium should be a priority. Cut the SJW back about 10 notches.
- I believe some further research into potential impacts of climate change on this region should be researched (ie, do our storm water management systems need upgrading, do we need more resources for heat waves, etc). Also, more investment

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into green technologies such as solar installations and electric vehicle infrastructure since that is the direction we are going (ie, if we are going to be phasing out gas powered cars, we will need more charging infrastructure or at least be prepared for it).

- Mental health and addiction support
- How about amalgamating with the City of Waterloo and save some of the duplication that exists within both Cities.
- "Mental health and small business. I do not want to see any increase to the police budget. I think it's ridiculous they got more money for 2021 and are renovating while the region has been struggling. Waste of money. Same for the bike lanes."
- All areas. The city takes money, it's time to become run like a business. The employees of the city are being paid very highly, and with a golden pension. Time to change this.

Proposed Tax Rate

Affordable Housing

- If tax increases are going towards poverty reduction, Indigenous services, affordable housing, and initiatives countering homelessness, I support them.
- I think the tax rate is perfectly acceptable. What isn't acceptable is how the money is distributed to serviced. Specifically, how can we justify spending money on road upkeep while there is unhoused people?
- I understand the need however many people on the lower end are struggling to keep their house and extra tax burden will cause them to sell and possibly become homeless.
- if there was an additional percentage that specifically went for the city to renovate existing stock or to put measures in place to increase affordable housing - it would be reasonable to add to manage this crisis

Roads/Sidewalks

- Please stop spending my taxes on bicycle routes which only a small amount of people use.
- Same wasted money, quit wasting time and money on the downtown. This constant revitalization is unneeded let the developers fund it. The money being spent on road signs has no pay back , at least photo radar would recoup the cost.
- We already pay high property taxes, yet the money is wasted on bike lanes and now lowering speed limits.
- I think spending so much money on changing speed limits to 40km/hr is ridiculous. It's not going to slow drivers down. I understand the importance around school zones, but we have better things to do in the community with the funds.
- Stop funding cyclists and excess administrators with tax dollars
- Difficult to say without seeing entire budget. The cost of everything is increasing, so increasing taxes is not always an issue---BUT seeing the money go toward things like bike lanes that nobody wants is upsetting.

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- Would gladly pay more for sidewalk clearing
- Increase it more if it means the city will clear snow from sidewalks.
- depends upon how you spend it, I've been waiting 20 years to get my sidewalk fixed. You just "fixed" over 100 feet of sidewalk on sprucedale that I walk every day and the residents has no problems with

Facilities/Parks

- Increased cost to disproportionately support the overpaid Fire service is not something the community can afford, improve services we use daily like facilities and parks.
- make sure the monies go toward infrastructure improvements

City Finances

- No problem with paying slightly more tax if we address climate change and affordability.
- As long as wages keep up
- I support increasing taxes to the point where city services and infrastructure catch up to our current population and service needs.
- Nobody likes tax increases but they are necessary to maintain the great city that we live in.
- I support the need for taxes and tax increases. So long as the money is being appropriately spent.
- Not charging enough in taxes in 2022 may mean higher increases in future years. I would prefer continued responsible increases, rather than higher increases in future years.
- The average household increase should reflect the median cost of housing in Kitchener
- Taxes need to be raise if people want to have the services
- Cut some of the programs, we don't need a Library everywhere for example, we don't need the city doing the leaf removal just make people bag them and then do that pickup, cut woke projects if people want them they can fun them.
- I think the increase is too much and unnecessary.
- I would consider an increase at the rate of inflation reasonable. I would be in favor of an increase above inflation if services that I valued were expanded.
- I don't think now is the time for an increase
- No need to increase taxes. Paying too much as it is
- Costs are going up by leaps and bounds in every direction. This increase is above for example rent control values of 1.2%. Like our homes, we have had to find ways to do more with less and our city should do the same!
- I worry about what taxes will be when homes are reassessed much higher with the price increases over the last few years.
- 1.9 % seems a bit too much. We already pay over \$5000 annually
- Housing is very unaffordable along with city taxes. Services have been cut for 2 years with out a decrease in collections from those in the region that need it most

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- I think our tax increase should be higher. Other Cities have much higher rates, including Waterloo, let's invest more in projects that attract people to the City which only helps future generations and increase the \$ we have also for future generations
- The rate should be much closer to inflation (or even slightly higher) to ensure the city is able to maintain (and add) needed municipal services.
- Knowing the increase in building permits over the past 2 years & also knowing that the amount of annual supplementary taxes collected during the year any increase is questionable. Now is the appropriate time for a zero-based budget.
- Not enough for the kinds of investments we should be making in the people living here
- Taxes too high already no increase needed
- Any increase at this time when inflation is running so high is totally unreasonable. The average family is struggling to afford food and their mortgage so can't afford to pay for needless expenditures in this budget.
- Should at least match inflation; not doing so will mean cutting/reducing services over time. Please pay all city employees a living wage.
- With Covid happening, you should be keeping this to a zero increase, or close to it. A lot of people are struggling and once all federal support stops, this will only make matters worse.
- I am supportive of the tax increase - would prefer to see a higher increase and improved services
- I think I expect a tax increase since the cost of maintenance of city services continues to increase as energy and personnel costs increase. But I hope the city finds ways to reduce costs such as energy savings.
- Stop increasing taxes, be more efficient with the tax dollars you already have. Natural growth by increasing number of properties should handle additional services for those people.
- As long as you're keeping it below the inflation rate, I find it reasonable.
- The city risks being underfunded. It should increase taxes to match inflation as minimum. It would be difficult to believe that any homeowner could not afford a \$40/year increase on their taxes.
- Property taxes need to be increased to cover costs and to reflect current property values. Residents in the core should not be subsidizing sprawl and unsustainable suburban developments
- If the increase is below the rate of inflation, what are we cutting as part of city services to keep things this low? Or is part of the expected increase offset by fixed costs spread over a larger tax base?
- I'm actually kind of concerned, that's it's not enough! I am grateful for the city's efficiency, but will it be underfunded?
- I would be in favor of paying higher property taxes to improve or increase services.

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- I have owned my home for over 21 years and increases in taxes, utilities and living expenses makes me dangerously close to losing my home. I do not support a tax increase. Please find ways to get revenue elsewhere.
- Should be 0 increase
- I do believe the city can manage its fiscal resources better. The recent panic that we are somehow a racist community has led to significant resources for new diversity, anti-racism hires that has been made in, quite frankly, a false panic.
- Shouldn't a fiscally prudent budget grow with inflation? Why is getting less real money a sound outcome? I don't understand what you think you are doing, except trying to get reelected.
- It is too high, people need time to catch up from the financial stress caused by the pandemic. Everything is going up in price at a time when no one has the extra money.
- The tax rate is reasonable.
- Taxes need to rise with inflation to afford the services of a city
- This is only the city portion of all the taxes we pay. All the other taxes within the Region plus rate hikes for utilities all combine to add up to WAY TOO MUCH. And also, our tax monies are not always spent on projects that have any real added value.
- An overall negative real rate increase seems fine. It makes me wonder what is being left on the table by not increasing at the rate of inflation, but I realize this may provide relief for some taxpayers.
- taxes should be lower
- Considering this tax increase will be paired with utilities increases & regional tax increases, while the 1.9% seems reasonable, there are people whose jobs do not come with such a yearly increase & may have more difficulties when they're all put together
- With lockdowns and cuts to programs and services along with the housing crisis and extremely high inflation, the region and its residents cannot afford a raise in taxes. We should be getting a discount or taxes cut due to services not offered.
- I am against tax increases. My service level hasn't changed in years, my cost of taxes has increased every year.

Other

- Do I get a raise to cover this off?
- It's getting out of hand for seniors
- I am 31 years old working full time making \$22/hour and I can't afford to move out and buy a home let alone afford increasing property taxes, water and gas on top of it all.
- Hope this revenue is not wasted.
- None
- Why not make owners of multi-million-dollar homes pay a higher rate than the rest of us trying to make it by.
- We as homeowners and/or renters are BARELY making ends meet as it is. We are still recovering and you want to raise taxes! BRAVO!

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- It's not enough to proactively provide necessary services like emergency shelter and climate change initiatives
- People are going through enough inflation and do not need more
- old people cannot afford to live in own home
- Everyone just getting back to work now. Have other bills to pay no need for city to raise taxes at this time. City has got money from province and the feds that they have not used yet. My pockets are empty.
- The city allows many more new home developments and yet those who already own a home will have to pay... how many new homes will be built and those will pay property tax too no????
- Tax increase on natural gas must be reflected if supply and demand eases.
- Majority of property taxpayers do not see any benefits from community services or programs run.
- I do not know why the Water Tax has to increase each year
- You say this is well under the rate of inflation but you don't say which rate of inflation you are referring to...comparing it to the standard rate of inflation makes little sense as it does not measure or compare increases in municipal costs.
- Worried how the increase will effect my future rent payments.
- I would be interested to see a report on the affects of COVID19 and the budget.
- If Kitchener is expanding, doesn't the new residential properties bring more tax income for the city. Those are new income for the city! How about the members of the city council take a pay cut. City management take a pay cut.
- I don't know what to think, but if it is below the rate of inflation, you would have to be making cuts, and I don't know what those are.
- Coming out of the pandemic, we already know inflation is creating price increases. All the more reason to look for ways to cut back, rather than increase taxes.
- I think condos are over taxed
- Real estate values have gone up and there is a further increase in mill rate
- Taxes are already too high and those of us on fixed incomes can't afford them to continue to rise
- It is too much for those on fixed incomes.
- Seems fair....
- It seems that city/regional budgets always are higher than what most folks increases are for income. As each year goes by, my actual dollar that I have to live on, is less. Why do we not go back to the Ray Days of the 90's, but this time, include all.
- Align with reality on what people are going to get with increases in wages, not more.
- Regionalize the fire department
- It's only ever going to go up. Wages are not keeping up. Do what you will, I guess, but there are a lot of us only a paycheck or two from being unable to make rent, and landlords love to pass taxes on to tenant fees.
- People have been hard hit financially by Covid-19. Would be nice to have no increase
- demand outstrips supply for housing; for luxury housing (maybe over \$1M valuation) and low-density neighborhoods, we should increase property taxes substantially
- Seems appropriate

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- The proposed revenue inflow for the city will be spent on projects that do not better the city as a whole, but rather pet projects for councilors that appeal to the vocal minority and end up impairing the city budget for years to come
- The problem is the insanity that people have bid up home prices. Houses in my area have doubled in value in 9 years. So even a tax hike of 1.9% changes things if the house you purchased for under \$300,000 is not valued at over million dollars.
- I have never owned property and have no comments re property taxes.
- I think it's fair when you think about inflation
- I'd prefer tax decreases but modest increases are ok
- Kitchener should continue to focus on growing valuable services, making sure this is possible should be the number one priority.
- with all the new building fees being collected the increase shouldn't be this high. Also, if the City stopped paying for items not in its mandate
- Good its below inflation
- the tax increase should be two or three times that amount, our council consistently manages to embrace regressive policies while disregarding all staff recommendations, that's why Kitchener will forever remain small town
- Very reasonable
- Should be based on what we need to spend, not what is "reasonable."
- I'm not afraid to spend more for increased social service
- Can we afford a tax increase below the rate of inflation?
- Utilities should cost more to encourage conservation
- Stop the increase
- Worth it to have funds go back into the community
- Landlords are going to download this onto tenants
- Thank you for keeping it a low increase
- Reasonable increase, pleased it isn't raising higher given that this has been a challenging year financially for many
- If it is used to protect and care for Kitchener that is acceptable.
- Fair
- There should also be some relief for lower income households who are hit harder by any increase
- all you know is to increase taxes every year . Kitchener has already the highest tax in the region .
- I'd like to see taxation go toward services that consistently make a positive difference, and I am not sure they do. I get confused between Regional and municipal taxes.
- every year the city takes more and gives less. maybe trim the fat a bit and give the money tools, ie ratepayers, some consideration.
- Honestly - I don't really understand property taxes or the need to increase. I don't know what is "fair" or "unfair." It would be great to know where I can learn more information. I do not housing is become more unaffordable the poverty gap is increasing.
- workers are not receiving increase in their salary on the current rate of inflation neither
- I'm honestly surprised how low it is
- So long as it doesn't go to fund that stupid airport expansion.

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- Some can afford it, some cannot.
- It badly affects the poor, out of work and pensioners.
- I hope the money actually gets spent where it is supposed to
- Times are tough. Ppl can't afford it. And increases seem to go to things I have no interest.
- Does the City feel there is a need to reduce spending on projects that are not immediately necessary?
- I understand the costs are rising on all aspects of life, thanks for making efforts to keep this reasonable in light of covid and challenges.
- It's been a tough 2 years. Give it until next year to discuss tax increases
- Although the rate is less than inflation my salary hasn't increased in a decade but I'm probably the only one.
- It doesn't take into account the income of the person living there.
- I don't like them but know they are necessary.
- It is greater than my increase in my pension. Please reduce it.

Water Utilities Rate

Growth/Development

- Disclaimer: I'm a homeowner in Kitchener who works for a consultant in the Region, working on water/wastewater projects. I'm worried about the viability of the continued urban sprawl, and the future costs associated with the upkeep
- Should match inflation at least, probably more to accommodate rapid housing developments.
- our community is growing, putting a strain on those resources, yes, the money should be there to replace existing and old infrastructures, but it's the city's choice, and the gov't who allows all these people in Canada without fixing our current issues
- Sounds reasonable only as long as new developments are being charged for the new infrastructure they require, and not burdening existing taxpayers with these costs
- I think increases should be higher for new development and for business than residential owners and was unaware of a pause to road reconstruction due to covid everything appeared on track.
- The region needs to do more to reduce these costs and have the townships pay more as they continue to allow sprawl (Breslau)

Infrastructure

- Again, understandably needed to support the infrastructure for all the new members of our community but the added pressure will affect those who are longtime homeowners before the boom and growth.
- Clean drinking water is a must this also helps repair aging infrastructure
- It is important to invest in long term infrastructure. I'm glad to see you doing that. This increase can also be very variable depending on conservation habits people use in their homes.

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- Hope to see this revenue spent thoughtfully where infrastructure improvements are needed the most
- Older neighborhoods have yet to have decades old pipes replaced
- When we use poorly made products/overrated life spans this increase will more than likely fall behind.
- I live in an old area and know how important the upgrades are!
- Thanks to Kitchener and the Region for their upgrades to the Strange St. pumping station and those in the service area.
- Sewers need to be kept up pumping stations need to be maintained

Cost/Pricing

- 12% is a little harsh
- Not charging enough for our water utilities now may mean higher increases later. I would prefer continued responsible increases, rather than higher increases in future years.
- Another stealth tax, that goes beyond the 1.9% target.
- Too high of a percentage for people recovering from a pandemic
- It's getting out of hand for seniors
- I am 31 years old working full time making \$22/hour and I can't afford to move out and buy a home let alone afford increasing property taxes, water and gas on top of it all.
- 2.2% seems too much, our salaries have not increased that much in the last two years.
- With the housing crisis, people can't afford to pay more for their utilities
- Another fine example of hiding cost tell the region to cut cost the their water charges to the city. Perhaps the city source their own water without regional interference.
- Under 2 percent would be ideal taking into consideration the other increases with ppty taxes and natural gas. consideration
- Increase the rates to whatever we need to
- The increase seems in line with anticipated expenses.
- Paying for safe water is a priority. However, water is also a human right. There should be allowances for families who cannot afford an increase.
- Do not want and increase
- Why should the taxpayer have to pay for the Covid shut down. Many people weren't working or lost jobs. So you take more from them?
- Increases year after year are becoming unsustainable. Where does it end?
- The price of Water in Kitchener is an extra Tax, and I am disappointed in the rate that it increases each year.
- I find water rates too high already.
- If you saved that money over the last 2 years cause of covid why do we have to pay more now.
- I don't know if that amount is enough or too much
- Water rates have grown every year for over a decade! When do rate payers get a break?

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- If reconstruction plans were put on hold, are there not savings?
- Water rates are very high and have gone up considerably faster than inflation when averaged over last 20 years
- Again, stop increasing fees.
- The stormwater charge is too high and is too blunt an instrument.
- Water should cost more; cheap water incentivizes wastefulness.
- seems reasonable after many years of well over inflation increases
- It's already a struggle to pay for utilities and everything else is increasing.
- Every year utilities, it seems, go up in cost with little clear sense as to why?
- Water infrastructure is important, however, with these increases the minimum charge of 3 m3 should be removed to help those that actively use less water.
- what does Capital road reconstruction have to do with water rates?
- Ridiculously high in addition to proposed property tax
- Very reasonable
- My Water bill continues to rise year after year. Am angry that I am paying same percentage for needed work as people who had low bills for years when work was not at necessary level. Perhaps address this by charging a sliding tax rate.
- Water already feels like a major expense.
- Water increase is fine but concerned about the gas
- Good to do but keep the cost low
- Seems like a high increase. Would prefer half of that. \$13
- Water rates have increased way too much in the past 10 years
- Same as above, any increase in costs should come with relief for lower income household who are disproportionally hurt by cost increases
- See my comment above. Please stop putting all the ways to increase revenue on homeowners. You are increasing us to the point where we may need to sell. It's just wrong.
- Kitchener has already highest price in region on water. The quality is the same,
- Should be little to no increase
- Again, households with a low income may not be able to afford these increases. I am more curious if there is a sliding scale for households based on yearly income.
- If the road reconstruction project was paused, then why do we need additional funding to re-start it? That doesn't make sense. Also not clear why an increase in rate is needed to purchase more services. Shouldn't new residents' taxes be covering that?
- Again, people need a break from everything increasing
- The cost of water is not bad; however, the sewer rate is atrocious. In addition, there is no recognition between inside and outside water usage in the billing. I'm not certain what portion of this relates to cost and what to future.
- Should be kept in line with budget increase.

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- No. Times are tough. Ppl can't afford this year. Try next year perhaps. Covid has made it tough. Cost of living increases are not available to everyone and this is an added financial burden. Everything has gone up. Gas, groceries cleaning products.
- Again...although the rate is less than inflation my salary hasn't increased in a decade.
- Perhaps there is an area where some items can wait to a future budget.
- Why are they going up? I'm sure there is some fat that can be trimmed to negate an increase.

Other

- Water is a basic need.
- See number 4
- Ag
- See previous
- If we want people to do better with conservation, it should be a sliding scale that increases with usage. Other nations have much higher water costs and it promotes conservation.
- Ridiculous!
- Same as last comment
- Canada have most of water
- Water is a necessity of life just like the air we breathe. We need reasonable rates so there should be a basic amount of water free with anything above that the charged at increasing threshold so that those who use too much get charged accordingly.
- No sense at all.
- Road construction is a concern during a climate emergency. I think it should be revisited and any road widening cancelled.
- It is a necessary service and needs to be maintained. Arguably our most important service is clean water and sanitation since it has such an impact on our health.
- Clean water is a right and rates could be controlled if there wasn't so much wastage (e.g. lawn watering should be banned)
- Quit dividing water into supply, sewage and runoff into three different services on the water bill. It doesn't fool anyone into thinking water is cheaper, as we know that it is all water services. It does confuse those who are ESL.
- Pandemic caused the delay so not much can be done about it.
- Stop funding cyclists and excess administration and increases won't be needed
- What does the pandemic have to do with it? Workers were still doing their jobs, that did not stop.
- Need to stop people dumping pool water curbside
- See the previous comment.
- I am worried increase will go to increase overhead and pension benefits for existing employees
- Getting a land value tax to get better revenue from wasteful parking lots could help better cover costs

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- Should be based on what we need to spend, not what is "reasonable."
- Increase usage more to encourage conservation
- Landlords are going to download this onto tenants
- Roads should only be considered alongside water if the road construction is preserving water cleanliness and flooding safety or something to that effect.
- every year the city takes more and gives less. maybe trim the fat a bit and give the money tools, ie ratepayers, some consideration.
- Water is not anymore safer in Kitchener....
- Tough 2 years. Let's revisit next budget.
- Higher costs for mediocre service (not repairs or infrastructure) -- fixed costs sb leveraged
- So long as the road construction is strategically planned i.e., don't pave the road and then the next year need to fix water pipes

Resolutions

Resolutions



- All resolutions need to be approved before forwarding them on to Council
 - Figures included in the draft resolutions have been changed based on decisions made today