

# 2024–2026 APPROVED OPERATING BUDGET

 BUDGET 2024-2026

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February 12, 2024



Strong,  
Sustainable,  
Together

THE CITY OF   
**Waterloo**

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# TABLE OF CONTENTS: 2024-2026 APPROVED OPERATING BUDGET

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<b>1. Community Investment</b>	
• 2024-2026 Operating Budget - Strategic Plan Investments .....	5
• Reconciliation, Equity, Accessibility, Diversity and Inclusion.....	8
• Environmental Sustainability and Climate Action .....	9
• Complete Community .....	10
• Infrastructure and Transportation Systems .....	11
• Innovation and Future-Ready .....	13
• Advancing the Strategic Plan.....	14
<b>2. Budget Highlights</b>	
• Budget Legend.....	16
• 2024-2026 Budget Summary.....	19
• What Services Do Your 2024-2026 Budget Tax Dollars Buy.....	21
• Average Annual Household Impact .....	23
• Property Tax Comparators.....	24
• 2024 Budget Summary by Division .....	26
• 2025 Budget Summary by Division .....	27
• 2026 Budget Summary by Division .....	28
<b>3. Tax Base Budget</b>	
• Tax Base Budget Summary.....	30
• Tax Base Budget Details – Schedule 1 .....	31
• Reserve / Reserve Funds Funded Requests – Schedule 2 .....	33
• Service Level Increases Committed – Schedule 3.....	34
<b>4. Tax Base Budget Menu Items</b>	
• 2024-2026 Budget Menu List.....	36
• 2024-2026 Menu Items – Schedule 4 .....	37
<b>5. City Utilities Budget</b>	
• City Utilities Budget Summary .....	39
• City Utilities Budget Details – Schedule 5.....	40
<b>6. Other Enterprise Budget</b>	
• Building Standards Budget Summary.....	42
• Cemetery Services Budget Summary .....	43
• Comprehensive Business Licensing Budget Summary .....	44
• Parking Budget Summary.....	45
• Rental Housing Budget Summary .....	46
• Other Enterprise Budget Details – Schedule 6.....	47

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**7. Background Information**

- Influencing Factors for Municipalities ..... 50
- How Municipalities are Funded..... 54
- Staffing Summary ..... 55
- Financial Control Budget Policies Summary ..... 59

# **SECTION #I**

## **Community Investment**

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## 2024-2026 OPERATING BUDGET - STRATEGIC PLAN INVESTMENTS

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The 2024-2026 budget is a three-year budget approval, and is positioned to implement the priorities of the City's 2023-2026 Strategic Plan. The budget leverages the extensive public engagement undertaken as part of the Strategic Plan creation, which is the key influencer of the budget. The budget is based on the theme of “**Strong, Sustainable, Together**”, continuing the progress made with recent budgets focusing on four main goals:

- 1) Service delivery enhancements and additions **as supported by the Strategic Plan**
- 2) Support for existing programs and services
- 3) Operating funding to support new capital assets
- 4) Continued increased investment in infrastructure renewal

The City of Waterloo 2023-2026 Strategic Plan was approved by Council on June 26, 2023. The 2023-2026 Strategic Plan, defines Waterloo's focus over the next four years. To help develop the Strategic Plan, we collected feedback from the community through one-on-one interviews, online surveys, workshops and in-person discussions. We connected with community, equity-deserving groups, business and organization leaders, city Council, and city staff.

We also reviewed important city plans and strategies, social and economic data, and current challenges such as COVID recovery, housing and homelessness, sustainability and climate change.

As a result of the process, six guiding principles, five strategic priorities, 17 objectives and updated mission and vision statements emerged. This framework will provide a common focus for Council and staff to guide decision-making over the next four years as resourced through the 2024-2026 budget.

### **Our Guiding Principles**



**Guiding principles** encompass the values of the community and the municipal corporation. They guide the decisions of the organization and outline expected behaviours of its employees and leaders. These principles help guide interactions with internal and external customers and should be considered with every decision made. They support the development of a culture where everyone understands what is important.

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- **Equity and Inclusion** - We build relationships with First Nations, Métis and Inuit Peoples and equity-deserving groups and embrace Reconciliation, equity, accessibility, diversity and inclusion.
- **Sustainability** - We plan for the long term, prioritizing sustainability and take meaningful action to address environmental, social and economic goals.
- **Integrity** - We operate with integrity and transparency, we strive for well-considered comprehensive, responsive, diligent and thoughtful decision-making.
- **Workplace Wellbeing** - We commit to promoting wellbeing and providing a healthy, safe and enjoyable work environment for all employees and volunteers of the organization.
- **Community-centred** - We support strong and liveable neighbourhoods, prioritizing community engagement grounded in empathy and understanding.
- **Operational Excellence** - We provide fiscally responsible, exceptional service that meets the needs of residents, partners and equity-deserving groups, employees and volunteers of the city.

### Our Strategic Priorities

While the vision, mission and guiding principles outline where Waterloo wants to be, why the City does what it does and how it will accomplish the work, the strategic priorities will start to prioritize the direction the City needs to go.





- **Reconciliation, Equity, Accessibility, Diversity and Inclusion** - Value that an inclusive city is one that recognizes differences and diversity in planning, decision-making and service delivery for all residents to have equal opportunities and benefits. Through a commitment to Reconciliation, justice, equity and inclusion for all, the city will disrupt and dismantle all forms of discrimination and systemic oppression.
- **Environmental Sustainability and Climate Action** - Become a leader in environmental sustainability practices and climate action by making transformational changes related to city operations and services while working with the community toward climate change mitigation and adaptation goals.
- **Complete Community** - Achieve a high quality of life for all residents and overall community vibrancy through strategic density, diverse housing options and equitably available parks, public spaces and other recreational and cultural amenities.
- **Infrastructure and Transportation Systems** - Expand and support infrastructure and transportation systems in an environmentally and fiscally sustainable manner that provides residents with resilient public infrastructure and sustainable transportation solutions.
- **Innovation and Future-Ready** - Demonstrate resiliency and readiness to do things differently, address social developments and integrate new ideas through collaboration with key partners while continuing to grow a diversified economy and innovation ecosystem.

### **2024-2026 Budget by Strategic Priorities**

The 2024-2026 operating budget includes an increased investment of \$26.9 million towards the strategic plan, while the 2024-2026 capital budget will provide \$363.0 million towards the strategic plan. These community investments are funded by a combination of Tax Base (T) and Enterprise (E) funding sources.

Initiatives have been classified under one strategic plan priority only in order to avoid duplication of investment; however, many initiatives may be related to or support more than one strategic priority.

2024-2026 Budget - Strategic Plan Investments							
Strategic Priorities	2024 - Operating (\$)	2024 - Capital (\$)	2025 - Operating (\$)	2025 - Capital (\$)	2026 - Operating (\$)	2026 - Capital (\$)	TOTAL (\$)
Reconciliation, Equity, Accessibility, Diversity and Inclusion	684,000	1,871,000	719,000	807,000	369,000	743,000	5,193,000
Environmental Sustainability and Climate Action	368,745	20,492,000	66,761	5,369,000	77,533	8,992,000	35,366,039
Complete Community	2,366,472	37,284,000	1,783,534	9,769,000	2,202,968	9,203,000	62,608,974
Infrastructure and Transportation Systems	4,441,649	73,279,000	4,997,452	91,741,000	5,630,325	83,517,000	263,606,426
Innovation and Future-Ready	929,000	4,283,000	314,140	6,445,000	474,500	8,836,000	21,281,640
Advancing the Strategic Plan	549,946	193,000	565,392	135,000	364,884	60,000	1,868,222
<b>Total Strategic Plan Investments</b>	<b>9,339,812</b>	<b>137,402,000</b>	<b>8,446,279</b>	<b>114,266,000</b>	<b>9,119,210</b>	<b>111,351,000</b>	<b>389,924,301</b>

Note: The 2024-2026 operating and capital budgets includes both Tax Base (T) and Enterprise (E) investments



## Reconciliation, Equity, Accessibility, Diversity and Inclusion

**Reconciliation, Equity, Accessibility, Diversity and Inclusion** - Value that an inclusive city is one that recognizes differences and diversity in planning, decision-making and service delivery for all residents to have equal opportunities and benefits. Through a commitment to Reconciliation, justice, equity and inclusion for all, the city will disrupt and dismantle all forms of discrimination and systemic oppression.

The 2024-2026 operating budget includes the following investments in Reconciliation, Equity, Accessibility, Diversity and Inclusion:

2024-2026 Operating Strategic Plan Investments - Reconciliation, Equity, Accessibility, Diversity and Inclusion						
Ref #	Division	Budget Request Name	T/E	2024 - Operating (\$)	2025 - Operating (\$)	2026 - Operating (\$)
B22	Economic Development	Physician Recruitment	T	30,000	30,000	30,000
B23	Reconciliation, Equity, Accessibility, Diversity and Inclusion	Project Coordinator	T	-	-	107,000
B24	Reconciliation, Equity, Accessibility, Diversity and Inclusion	Truth and Reconciliation Implementation	T	25,000	-	-
B25	Strategic Initiatives	Encampment Clean-up Costs	T	75,000	75,000	75,000
S3	Parks, Forestry and Cemetery	Winter Sidewalk Maintenance Service Enhancement - 2024/25 Winter Season (IPPW2023-040)	T	393,000	-	-
S4	Parks, Forestry and Cemetery	Winter Sidewalk Maintenance Service Enhancement - 2025/26 Winter Season (IPPW2023-040)	T	-	514,000	-
S5	Parks, Forestry and Cemetery	Winter Sidewalk Maintenance Service Enhancement - 2026/27 Winter Season (IPPW2023-040)	T	-	-	115,000
S11	Community Programming and Outreach Services	Community Inclusion Initiatives	T	161,000	100,000	42,000
<b>TOTAL - Reconciliation, Equity, Accessibility, Diversity and Inclusion</b>				<b>684,000</b>	<b>719,000</b>	<b>369,000</b>

*Note – The 2024-2026 capital budget includes an investment of \$3.4 million in Reconciliation, Equity, Accessibility, Diversity and Inclusion. Project highlights include:*

- *Accessibility Facility Upgrades (AODA) – ref #130*
- *Indigenous Gathering Space – ref #326*
- *Winter Sidewalk Maintenance Service Enhancements Equipment – ref #327*

*Please see the 2024-2026 capital budget for all Reconciliation, Equity, Accessibility, Diversity and Inclusion capital project details.*





## Environmental Sustainability and Climate Action

**Environmental Sustainability and Climate Action** - Become a leader in environmental sustainability practices and climate action by making transformational changes related to city operations and services while working with the community toward climate change mitigation and adaptation goals.

The 2024-2026 operating budget includes the following investments in Environmental Sustainability and Climate Action:

2024-2026 Operating Strategic Plan Investments - Environmental Sustainability and Climate Action						
Ref #	Division	Budget Request Name	T/E	2024 - Operating (\$)	2025 - Operating (\$)	2026 - Operating (\$)
B11	Strategic Initiatives	Climate Change/Sustainability Contributions	T	158,000	-	-
B18	Corporate Transactions	Inflationary Contribution to CARF	T	56,732	66,418	73,613
B40	City Utilities	Stormwater Credit Payments	E	3,768	3,843	3,920
G11	City Utilities	City Utilities - Backflow Technician	E	133,245	(3,500)	-
M11	Strategic Initiatives	Sustainability and Climate Change Co-op	T	17,000	-	-
<b>TOTAL - Environmental Sustainability and Climate Action</b>				<b>368,745</b>	<b>66,761</b>	<b>77,533</b>

*Note – The 2024-2026 capital budget includes an investment of \$34.9 million in Environmental Sustainability and Climate Action. Project highlights include:*

- *Corporate Climate Change Adaptation Plan Implementation – ref #144*
- *Electric Vehicle Charging Program – ref #145*
- *Facility Transformational Projects – ref #225*

*Please see the 2024-2026 capital budget for all Environmental Sustainability and Climate Action capital project details.*



## Complete Community

**Complete Community** - Achieve a high quality of life for all residents and overall community vibrancy through strategic density, diverse housing options and equitably available parks, public spaces and other recreational and cultural amenities.

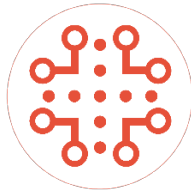
The 2024-2026 operating budget includes the following investments in Complete Community:

2024-2026 Operating Strategic Plan Investments - Complete Community						
Ref #	Division	Budget Request Name	T/E	2024 - Operating (\$)	2025 - Operating (\$)	2026 - Operating (\$)
B13	Municipal Enforcement	Kitchener-Waterloo & Stratford Perth Humane Society Contract Increase	T	11,295	11,520	11,750
B21	Economic Development	Increased not-for-profit Cultural Sector Funding	T	25,000	25,000	25,000
B27	Parks, Forestry and Cemetery	Manager Parks Operations	T	175,700	-	-
B31	Planning	Senior Policy Planning (Affordable Housing)	T	-	-	148,500
B47	Municipal Enforcement	Comprehensive Business Licencing Program Expense and Revenue Adjustment	E	170,972	(7,506)	(9,027)
B48	Parks, Forestry and Cemetery	Cemetery Operator	E	93,193	-	-
B49	Parks, Forestry and Cemetery	Cemetery Inflationary Increases	E	65,000	-	-
G2	Library	Waterloo Public Library Funding Agreement	T	358,312	367,020	343,745
G5	Parks, Forestry and Cemetery	Operating Impacts of Capital - Parks Services	T	169,000	85,000	131,000
S2	Fire Rescue Services	Fire Master Plan Expansion (COM2023-016)	T	1,065,000	1,437,000	1,519,000
S8	Legal Services	Assistant City Solicitor - Planning and Development (IPPW-2023-058)	T	217,500	(3,500)	-
S9	Planning	Senior Development Planner (IPPW2023-031)	T	145,000	-	-
S10	Planning	Senior Development Planner (IPPW2023-031)	T	145,000	-	-
S13	Legal Services	Paralegal	T	-	113,500	(3,500)
S14	Planning	Development Planner	T	123,500	(3,500)	-
S15	Planning	Development Planner	T	-	123,500	(3,500)
S16	Planning	Development Planner	T	-	123,500	(3,500)
S17	Planning	Site Plan Coordinator	T	-	-	123,500
M16a	Fire Rescue Services	Fire In Camera Revised	T	(428,000)	(488,000)	(80,000)
M34	Economic Development	B21 Increased not-for-profit Cultural Sector Funding	T	30,000	-	-
<b>TOTAL - Complete Community</b>				<b>2,366,472</b>	<b>1,783,534</b>	<b>2,202,968</b>

*Note – The 2024-2026 capital budget includes an investment of \$56.3 million in Complete Community. Project highlights include:*

- *AMCC Sportsplex and WPL McCormick Branch Library Renovations – ref #222*
- *Bridgeport and Margaret Park – ref #281*
- *Sportsfield Land Acquisition – ref #300*

*Please see the 2024-2026 capital budget for all Complete Community capital project details.*



## Infrastructure and Transportation Systems

**Infrastructure and Transportation Systems** - Expand and support infrastructure and transportation systems in an environmentally and fiscally sustainable manner that provides residents with resilient public infrastructure and sustainable transportation solutions.

The 2024-2026 operating budget includes the following investments in Infrastructure and Transportation Systems:

2024-2026 Operating Strategic Plan Investments - Infrastructure and Transportation Systems						
Ref #	Division	Budget Request Name	T/E	2024 - Operating (\$)	2025 - Operating (\$)	2026 - Operating (\$)
B16	Corporate Transactions	Contribution to CIRR from Assessment (30%)	T	330,000	330,000	330,000
B19	Corporate Transactions	Inflationary Contribution to CIRR	T	705,908	812,698	883,317
B41	City Utilities	Stormwater Debenture Payments	E	(31,950)	184,636	259,632
B42	City Utilities	Water Debenture Payments	E	(189,568)	312,075	577,339
B43	City Utilities	Water Wholesale Purchase Increase	E	608,003	674,719	765,385
B44	City Utilities	Wholesale Wastewater Treatment Increase	E	1,272,932	1,247,451	1,470,612
B45	Economic Development	Parking Enterprise Inflationary Increase	E	17,036	17,601	18,134
B46	Economic Development	Parking Enterprise Snow Removal Contract Increase	E	52,000	-	-
B50	City Utilities	Inflationary Increases - City Utilities	E	106,999	120,508	120,363
G1	Transportation Services	Winter Control 5 Year Avg Budget Adjustment	T	100,000	85,000	20,000
G3	Facility Design and Management Services	Operating Impacts of Capital - Facility Design and Management Services	T	-	63,000	25,000
G7	Transportation Services	Operating Impacts of Capital - Transportation Services	T	28,000	52,000	55,000
G8	City-wide	Fleet Equipment Operating Impacts of Capital	T	150,000	150,000	100,000
G9	Parks, Forestry and Cemetery	Operating Impacts of Capital - Cemetery Services	E	6,000	6,000	2,000
G10	City Utilities	AMI/Meter Technician and Locator	E	85,289	-	-
G12	City Utilities	City Utilities - Fleet Expansion	E	310,000	(178,000)	(50,000)
G13	City Utilities	City Utilities - Meter Replacement Budget	E	50,000	50,000	50,000
G14	City Utilities	Supervisor of Water Distribution	E	-	150,455	(3,500)
G15	City Utilities	Wastewater Operator	E	-	-	90,543
I1	Facility Design and Management Services	Preventative Building Maintenance Infrastructure	T	-	100,000	300,000
I2	Facility Design and Management Services	Senior Project Engineer (Mechanical )	T	-	155,000	(3,500)
I3	Parks, Forestry and Cemetery	Outdoor Water Technician and Preventative Mechanical Maintenance of Splash Pads	T	130,000	(2,500)	-
I4	Finance	GIS Specialist/Analyst	T/E	-	120,000	-
I5	Fleet and Procurement	Contracts Manager	T/E	136,000	(3,500)	-
I6	Transportation Services	Transportation Services Lead Hand	T	120,000	-	-
I7	Corporate Transactions	Increased Infrastructure Funding as per LTFP	T	575,000	700,000	795,000
S12	Parks, Forestry and Cemetery	Splash Pads Water Consumption	T	100,000	-	-
S19	City Utilities	Wastewater Technician	E	-	120,309	(3,500)
M4	Transportation Services	Transportation Engineering Supervisor	T	-	-	138,500
M23	Corporate Transactions	Increased Infrastructure Funding as per LTFP - Reduction	T	(220,000)	-	-
M24	Corporate Transactions	Increased Infrastructure Funding as per LTFP - Reduction	T	-	(270,000)	-
M25	Corporate Transactions	Increased Infrastructure Funding as per LTFP - Reduction	T	-	-	(310,000)
<b>TOTAL - Infrastructure and Transportation Systems</b>				<b>4,441,649</b>	<b>4,997,452</b>	<b>5,630,325</b>

*Note – The 2024-2026 capital budget includes an investment of \$248.5 million in Infrastructure and Transportation Systems. Project highlights include:*

- *Building Capital Renewal Program – ref #229*
- *Artificial Turf Replacement - RIM Park– ref #311*
- *Uptown Rink Renewal – ref #338*

*This Infrastructure and Transportation Systems total also includes an investment of \$24.1M over 2024-2026 in Active Transportation including Multi Use Trails (MUT), Multi Use Paths (MUP), Sidewalk, Cycling Facility, Pedestrian Lighting and Pedestrian Bridge. Project highlights include:*

- *Trails in New Development Areas - ref #583*
  - *MUP/MUT - New Installation*
- *Laurel Creek Trail around Conservation Area – Ref #677*
  - *MUP/MUT - New Installation*
- *Union St - King St to Moore Ave – ref #696*
  - *Cycling Facility - New Installation*
  - *Sidewalk - New Installation*
  - *Sidewalk – Rehabilitation*
  - *MUP/MUT - Rehabilitation*

*Please see the 2024-2026 capital budget for all Infrastructure and Transportation Systems capital project details.*

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## Innovation and Future-Ready

**Innovation and Future-Ready** - Demonstrate resiliency and readiness to do things differently, address social developments and integrate new ideas through collaboration with key partners while continuing to grow a diversified economy and innovation ecosystem.

The 2024-2026 operating budget includes the following investments in Innovation and Future-Ready:

2024-2026 Operating Strategic Plan Investments - Innovation and Future-Ready						
Ref #	Division	Budget Request Name	T/E	2024 - Operating (\$)	2025 - Operating (\$)	2026 - Operating (\$)
B12	Fire Rescue Services	Fire Communications (Dispatch) Software Mtce and Licenses	T	-	221,500	221,500
B14	Information Management and Technology Services	Software Maintenance, Licenses and Subscriptions	T/E	265,000	-	-
B26	Facility Design and Management Services	Audio Visual Technician	T	135,000	-	-
B29	Legislative Services	Privacy Analyst	T/E	124,000	(3,500)	-
B30	Legislative Services	Government Relations Assistant	T/E	-	105,000	(3,500)
G6	Finance	Operating Impacts of Capital - Finance	T	-	-	20,000
S1	Economic Development	WREDC - Increased Annual Contribution (CAO2023-025)	T	100,000	50,000	50,000
S6	Communications	Digital Services Specialist (CORP2023-034)	T/E	-	-	120,000
S7	Information Management and Technology Services	Digital Services Web Developer (CORP2023-034)	T/E	-	-	123,500
S18	City Utilities	City Utilities - Meter Reading Cost Adjustments	E	200,000	(58,860)	(57,000)
M1a	Economic Development	Economic Development Marketing Coordinator - With Ec Dev Res Contribution	T	105,000		
<b>TOTAL - Innovation and Future-Ready</b>				<b>929,000</b>	<b>314,140</b>	<b>474,500</b>

*Note – The 2024-2026 capital budget includes an investment of \$19.6 million in Innovation and Future-Ready. Project highlights include:*

- *Generation Park Lands Servicing – ref #121*
- *Mobile Workstations – ref #267*
- *Digital Strategy Implementation - Architecture Maintenance and Upgrades – ref #401*

*Please see the 2024-2026 capital budget for all Innovation and Future-Ready capital project details.*



## Advancing the Strategic Plan

**Advancing the Strategic Plan** - These guiding principles seek to actively engage, collaborate with and respond to Waterloo's diverse community through bold leadership, empathy and accountability.

- **Equity and Inclusion** - We build relationships with First Nations, Métis and Inuit Peoples and equity-deserving groups and embrace Reconciliation, equity, accessibility, diversity and inclusion.
- **Sustainability** - We plan for the long term, prioritizing sustainability and take meaningful action to address environmental, social and economic goals.
- **Integrity** - We operate with integrity and transparency, we strive for well-considered comprehensive, responsive, diligent and thoughtful decision-making.
- **Workplace Wellbeing** - We commit to promoting wellbeing and providing a healthy, safe and enjoyable work environment for all employees and volunteers of the organization.
- **Community-centred** - We support strong and liveable neighbourhoods, prioritizing community engagement grounded in empathy and understanding.
- **Operational Excellence** - We provide fiscally responsible, exceptional service that meets the needs of residents, partners and equity-deserving groups, employees and volunteers of the city.

The 2024-2026 operating budget includes the following investments in Advancing the Strategic Plan:

2024-2026 Operating Strategic Plan Investments - Advancing the Strategic Plan						
Ref #	Division	Budget Request Name	T/E	2024 - Operating (\$)	2025 - Operating (\$)	2026 - Operating (\$)
B17	Corporate Transactions	Contribution to CRF from Assessment (10%)	T	110,000	110,000	110,000
B20	Corporate Transactions	Inflationary Contribution to CRF	T	239,946	255,392	274,884
B28	Human Resources	EMPDV Funding for Contract Support	T	125,000	125,000	125,000
B32	City-wide	Commissioner Special Projects	T	125,000	125,000	125,000
M19	City-wide	Reduction of New Position - 1 FTE (2026)	T			(120,000)
M33	Corporate Transactions	B20 Inflationary Contribution to CRF - Reduction with Capital Project Reductions	T	(50,000)	(50,000)	(50,000)
M35	City-wide	Other Expense Reductions and/or Revenue Generation	T			(100,000)
<b>TOTAL - Advancing the Strategic Plan</b>				<b>549,946</b>	<b>565,392</b>	<b>364,884</b>

*Note – The 2024-2026 capital budget includes an investment of \$0.4 million in Advancing the Strategic Plan. Project highlights include:*

- *Building Health and Safety Implementation – ref #220*
- *Corporate Space Planning – ref #221*

*Please see the 2024-2026 capital budget for all Advancing the Strategic Plan capital project details.*



## **SECTION #2**

### **Budget Highlights**

## 2024-2026 BUDGET LEGEND

The operating budget has been categorized into four (4) categories (with sub-categories) to enhance transparency, accountability, assist Council in decision making and to align with Corporate Policy FC-019 - Core Consumer Price Index (CPIX) which states:

- CPIX will act as a guideline for property tax increases.
- Staff will strive to keep increases as close to inflation as possible for the **base budget** (including efficiencies) and **operating impacts of capital and growth**.

Imagine: operating budget 'buckets':



The four (4) categories are:

### I. BASE BUDGET

**Base budget requests include adjustments to maintain current service levels, adjustments to existing fee volumes, regular fee increases and efficiencies.**

#### Sub-Categories

- Funding** - Funding increases associated with Department/Division fee increases (in line with CPIX), Assessment Growth and new revenue opportunities.
  - Example - Community Services 2024-2026 Fees and Charges (COM2023-019) (B1)
- Efficiency** - The savings incorporated into the operating budget that are the result of new processes, sustainable adjustment opportunities and or procedures and projects that facilitate operational savings.

- Example - Discretionary Operating Accounts – Permanent Reductions (B8)
- c) Committed - Items committed through Council resolution or agreements.
  - Example - Fire Communications (Dispatch) Software Mtce and Licenses (B12)
- d) Recommended - Items reviewed and prioritized by the Corporate Management Team (CMT) / Operational Leadership Team (OLT) Budget Committee to move forward for Council's consideration.
  - Example - Senior Policy Planning (Affordable Housing) (B31)

## 2. OPERATING IMPACTS OF CAPITAL & GROWTH

**Operating impact requests are the operating cost associated with capital projects and or growth. The operating impacts of capital are generated as a result of approved capital projects that will have an impact to the operating budget. It also includes growth related operating costs.**

### Sub-Categories

- a) Committed - Items committed through Council resolution or agreements.
  - Example - Waterloo Public Library Funding Agreement (G2)
- b) Recommended - Items reviewed and prioritized by the CMT/OLT Budget Committee to move forward for Council's consideration.
  - Example - Operating Impacts of Capital - Parks Services (G5)

## 3. SERVICE LEVEL CHANGES

**Service level changes are increases or decreases to existing service levels.**

### Sub-Categories

- a) Increase – Committed - Items that are increases in service level compared to the prior year operating budget and prioritized by the CMT/OLT Budget Committee to move forward for Council's formal budget consideration, in accordance with Council direction provided in advance of budget.
    - Example - Winter Sidewalk Maintenance Service Enhancement - 2024/25 Winter Season (IPPW2023-040) (S3)
  - b) Increases - Items that are increases in service level compared to the prior year operating budget and prioritized by the CMT/OLT Budget Committee to move forward for Council's consideration.
    - Example - Community Inclusion Initiatives (S11)
-

- c) Decreases - Items that are decreases in service level when compared to the prior year operating budget and prioritized by the CMT/OLT Budget Committee to move forward for Council's consideration.
- Example - N/A

#### **4. INFRASTRUCTURE INVESTMENT**

**Infrastructure Investment increases as recommended by the Long Term Financial Plan to address the City's infrastructure funding gap.**

##### **Sub-Categories**

- a) Recommended - Items that are increases in infrastructure investment recommended by the Long Term Financial Plan to address the City's infrastructure funding gap and phased in and prioritized by the CMT/OLT Budget Committee to move forward for Council's consideration.
- Example - Preventative Building Maintenance Infrastructure (I1)

#### **ONE-TIME REQUESTS**

In addition, there are occasions where the need for resources is temporary and one-time only. In such situations, these requests have been funded from reserves or property taxes on a one-time basis and reversed the following year. These requests have also been grouped into the above mentioned categories, but are shown as one-time requests on the budget request.

- Example - Encampment Clean-up Costs (B25)

## 2024-2026 APPROVED BUDGET SUMMARY

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### 2024 Operating Budget Summary

The 2024 property tax increase is 6.14%, resulting in a net Tax Levy of \$99,609,666.

#### 2024 Budget - Tax Supported Increase by Budget Category:

Budget Category	2024 Spending (\$) <sup>1</sup>	Assessment Growth (\$) <sup>2</sup>	2024 Property Tax Net (\$)	2024 Property Tax (%)
Base Budget <sup>1</sup>	3,587,986	(1,262,875)	2,325,111	2.51%
Operating Impact of Capital	794,017	-	794,017	0.86%
<b>Sub-Total</b>	<b>4,382,003</b>	<b>(1,262,875)</b>	<b>3,119,128</b>	<b>3.37%</b>
Service Level Changes	1,868,000	-	1,868,000	2.02%
Infrastructure Investment	703,000	-	703,000	0.75%
<b>TOTAL</b>	<b>6,953,003</b>	<b>(1,262,875)</b>	<b>5,690,128</b>	<b>6.14%</b>

1) Includes approximately \$1.6 million in efficiencies and improvements for 2024-2026

2) Assessment Growth of \$1.26 million for 2024

### 2025 Operating Budget Summary

The 2025 property tax increase is 6.34%, resulting in a net Tax Levy of \$107,028,307.

#### 2025 Budget - Tax Supported Increase by Budget Category:

Budget Category	2025 Spending (\$) <sup>1</sup>	Assessment Growth (\$) <sup>2</sup>	2025 Property Tax Net (\$)	2025 Property Tax (%)
Base Budget <sup>1</sup>	4,138,641	(1,100,000)	3,038,641	3.05%
Operating Impact of Capital and Growth	790,500	-	790,500	0.79%
<b>Sub-Total</b>	<b>4,929,141</b>	<b>(1,100,000)</b>	<b>3,829,141</b>	<b>3.84%</b>
Service Level Changes	1,752,500	-	1,752,500	1.76%
Infrastructure Investment	737,000	-	737,000	0.74%
<b>TOTAL</b>	<b>7,418,641</b>	<b>(1,100,000)</b>	<b>6,318,641</b>	<b>6.34%</b>

1) Includes approximately \$1.6 million in efficiencies and improvements for 2024-2026

2) Assessment Growth of \$1.1 million for 2025

### 2026 Operating Budget Summary

The 2026 property tax increase is 6.41%, resulting in a net Tax Levy of \$114,990,811.

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## BUDGET 2024-2026



### 2026 Budget - Tax Supported Increase by Budget Category:

Budget Category	2026 Spending (\$) <sup>1</sup>	Assessment Growth (\$) <sup>2</sup>	2026 Property Tax Net (\$)	2026 Property Tax (%)
Base Budget <sup>1</sup>	4,157,009	(1,100,000)	3,057,009	2.85%
Operating Impact of Capital and Growth	682,995	-	682,995	0.64%
<b>Sub-Total</b>	<b>4,840,004</b>	<b>(1,100,000)</b>	<b>3,740,004</b>	<b>3.49%</b>
Service Level Changes	2,341,000	-	2,341,000	2.19%
Infrastructure Investment	781,500	-	781,500	0.73%
<b>TOTAL</b>	<b>7,962,504</b>	<b>(1,100,000)</b>	<b>6,862,504</b>	<b>6.41%</b>

- 1) Includes approximately \$1.6 million in efficiencies and improvements for 2024-2026  
 2) Assessment Growth of \$1.1 million for 2026

### 2024-2026 Budget - Tax Supported Increased Investments by Major Service Delivery Areas:

Service Delivery Area	2024 Budget (\$) Net	2024 Increase (\$) <sup>3</sup>	2025 Budget (\$) Net	2025 Increase (\$) <sup>3</sup>	2026 Budget (\$) Net	2026 Increase (\$) <sup>3</sup>
Fire Rescue and Municipal Enforcement	23,278,418	1,782,536	25,275,959	1,997,541	27,732,310	2,456,351
Parks, Recreation/Programming, Culture and READI	20,095,743	1,506,904	20,913,623	817,880	22,197,564	1,283,941
Operating Transfers to Capital/Reserves	19,437,807	1,655,929	21,389,174	1,951,367	23,493,048	2,103,874
Transportation and Development Services	12,919,439	1,078,211	14,112,369	1,192,930	15,084,314	971,945
Facility Design and Management	8,975,536	341,811	9,417,891	442,355	9,864,245	446,354
Waterloo Public Library	7,786,637	421,737	8,153,567	366,930	8,497,020	343,453
Civic Administration	7,116,086	165,875	7,765,724	649,638	8,122,310	356,586
<b>TOTAL</b>	<b>99,609,666</b>	<b>6,953,003</b>	<b>107,028,307</b>	<b>7,418,641</b>	<b>114,990,811</b>	<b>7,962,504</b>

- 3) 2024-2026 Increase prior to Assessment Growth



## WHAT SERVICES DO YOUR 2024-2026 TAX DOLLARS BUY?

Every day your tax dollars provide programs and services to improve the quality of life for you and your family. On a typical day, citizens receive good value for their property tax dollars by using City services or observing these services at work in the community. This value for money is illustrated below in Figure #1, which outlines how every \$1 of City property taxes is reinvested in the community.

Figure #1 - City Services per each \$1:

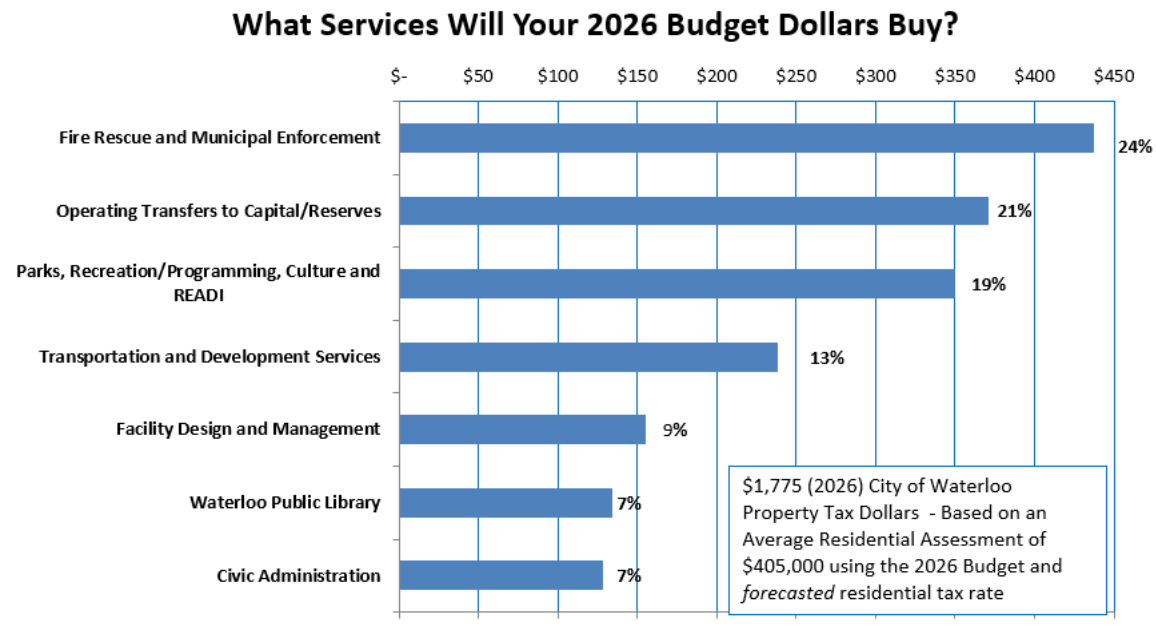


<u>Amount</u>	<u>Description</u>
24 ¢	Fire Rescue and Municipal Enforcement
21 ¢	Operating Transfers to Capital
19 ¢	Parks, Recreation/Programming, Culture and READI
13 ¢	Transportation and Development Services
9 ¢	Facility Design and Management
7 ¢	Waterloo Public Library
7 ¢	Civic Administration
<u>\$1.00</u>	

*\*Breakdown based on 2026 net operating budget figures*

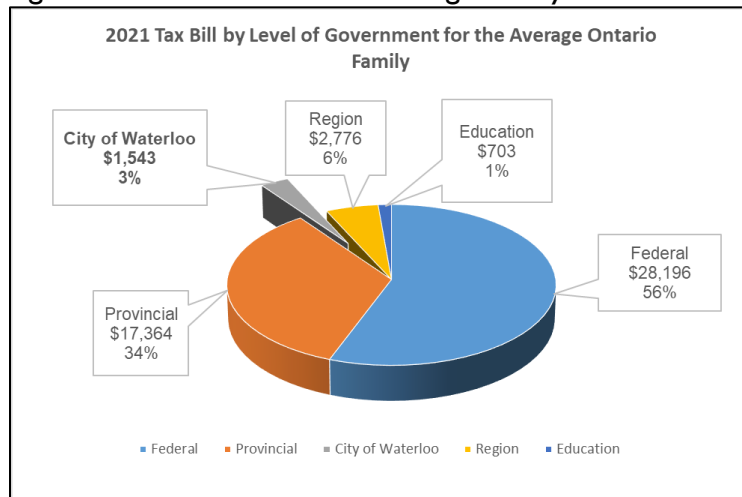
In 2023, the average assessed value for a City of Waterloo residential property as per the Municipal Property Assessment Corporation (MPAC) was \$405,000. Using the 2026 net operating budget figure of \$114.99 million and the *forecasted* residential tax rate, the average residential Waterloo property owner would pay \$1,775 in city property taxes by 2026. This is broken down below in Figure #2 by our seven (7) major service delivery areas.

Figure #2 – City Property Taxes by Major Service Delivery Areas:



In 2021 the average family in Ontario earned \$129,872 and paid \$50,582 in total taxes to federal, provincial and local governments combined (or approximately 39% of its income) according to research by the Fraser Institute. The distribution of the \$50,582 in this scenario went largely to the federal and provincial governments with \$45,560 (or 90%) allocated to these upper levels. The remaining \$5,022 (or 10%) in this scenario went to the local municipalities and education. Breaking it down further, of that amount the lower tier municipality would receive only \$1,543 (or 3%). Put differently, the City of Waterloo receives only three cents of every tax dollar collected by all levels of government combined (Figure 3).

Figure #3 - Income and the Average Family's Total Tax Bill:



Reference: [Fraser Institute Research Bulletin May 24, 2021](#)

## 2024-2026 APPROVED OPERATING BUDGET ANNUAL IMPACT PER AVERAGE HOUSEHOLD

Based on the 2023 average assessed value for a City of Waterloo household, the 2024-2026 operating budget will result in an annual increase of \$138 for 2024, \$150 for 2025 and \$165 for 2026 for the City of Waterloo portion of property tax and City Utilities increase.

### 2024-2026 Approved Operating Budget Annual Impact per Average Household

	2024		2025		2026	
	\$ Impact	% Impact	\$ Impact	% Impact	\$ Impact	% Impact
<b>*Property Tax Increase - City of Waterloo</b>	<b>\$ 90.74</b>	<b>6.14%</b>	<b>\$ 99.44</b>	<b>6.34%</b>	<b>\$ 106.92</b>	<b>6.41%</b>
<b>**City Utilities Increase to Average Household - City Portion</b>	<b>\$ 46.79</b>		<b>\$ 50.47</b>		<b>\$ 55.05</b>	
<b>Total Increase to Average Household - City of Waterloo</b>	<b>\$ 137.53</b>		<b>\$ 149.92</b>		<b>\$ 161.97</b>	
<i>Increase to Average Household - City of Waterloo (Monthly)</i>	<i>\$ 11</i>		<i>\$ 12</i>		<i>\$ 13</i>	
City Utilities Increase to Average Household - Region Portion	\$ 21.36		\$ 24.27		\$ 25.39	
Property Tax Increase - Region of Waterloo	\$ 187.34	6.74%	TBD		TBD	
Total Increase - Region of Waterloo	\$ 208.70		\$ 24.27		\$ 25.39	
<b>Total Annual Increase to Average Household</b>	<b>\$ 346.22</b>		<b>\$ 174.18</b>		<b>\$ 187.36</b>	

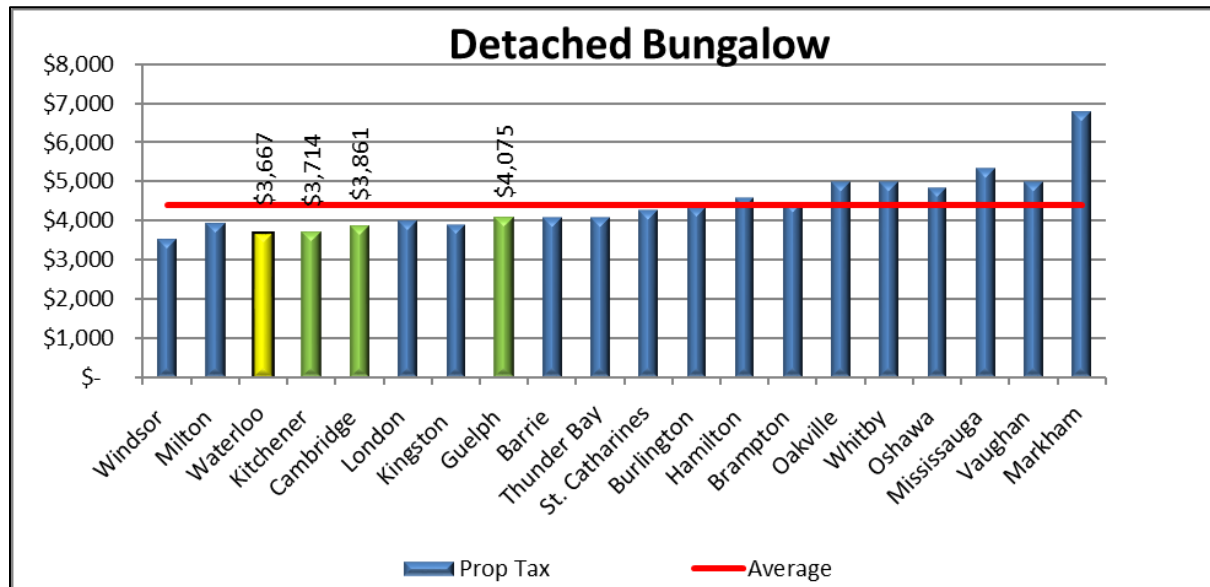
\* Based on 2023 average assessed value of \$405,000 as provided by the Region of Waterloo (subject to change based on tax policy and assessment changes)

\*\* Based on average water consumption of 17 m3 per month and the Medium Residential Stormwater Category

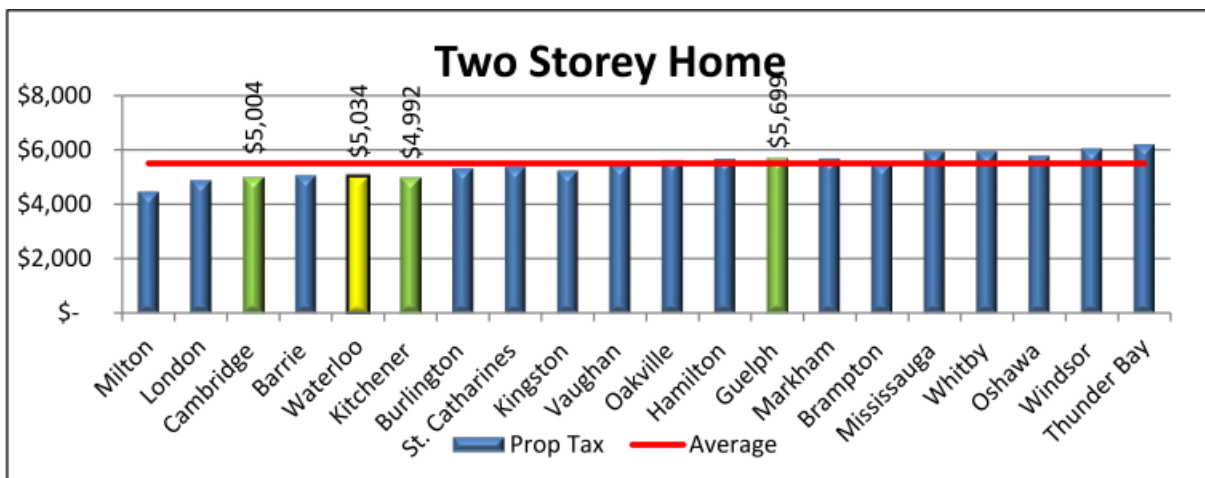
## PROPERTY TAX COMPARATORS

Based on the results of the 2022 BMA Management Consulting Inc. Municipal Study, annual property taxes for municipalities across Ontario (by four different property types) are shown below. The property taxes shown below include the City, Region and School Board portions. The following four (4) charts provide a visual comparison of four different types of property and how the City of Waterloo (yellow bar) compares to peers across Ontario.

### 1. Detached Bungalow<sup>1</sup>

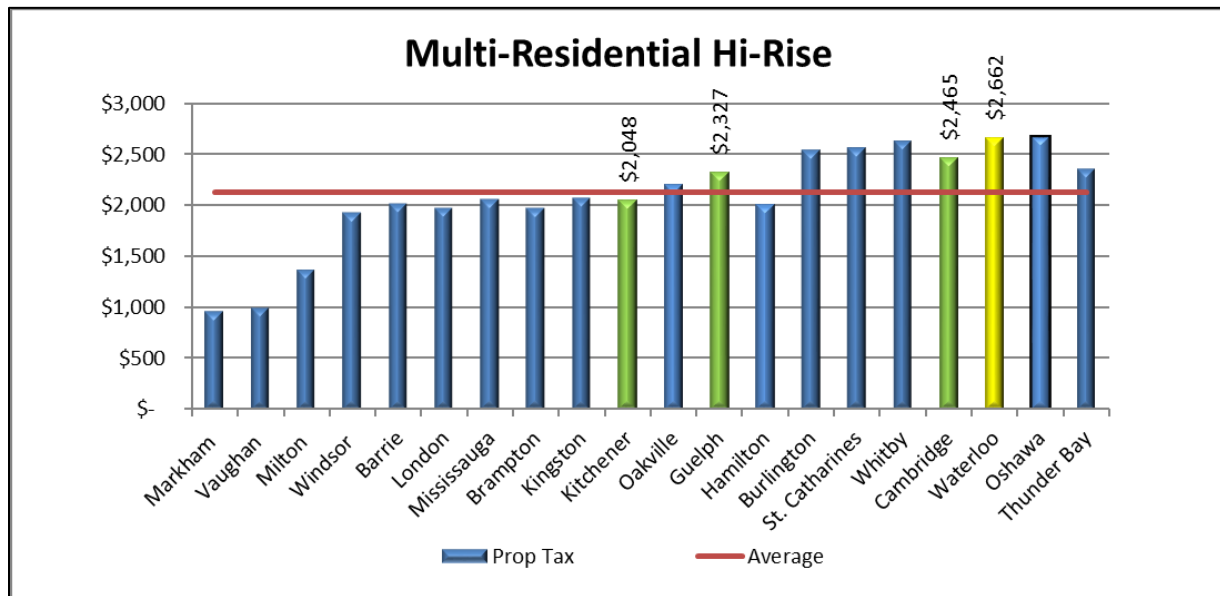


### 2. Two Storey Home<sup>1</sup>

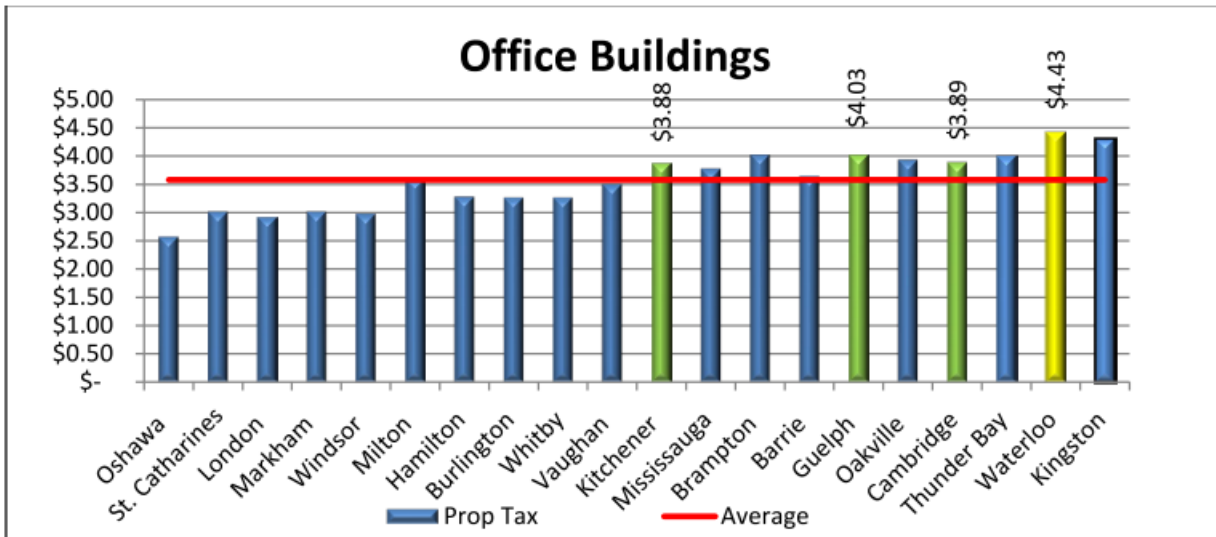


<sup>1</sup> Source BMA Management Consulting Inc., Municipal Study - 2022

### 3. Multi-Residential Hi-Rise<sup>1</sup>



### 4. Office Building<sup>1</sup>



<sup>1</sup> Source BMA Management Consulting Inc., Municipal Study - 2022

## 2024 City of Waterloo Approved Budget (in 000's\*\*)

Department/Division	2023			2024			\$CHANGE 24-23	%CHANGE 24-23
	EXP	REV	NET	EXP	REV	NET		
Chief Administration Office (CAO)	621	-10	611	636	-10	626	15	0.02%
Economic Development	4,361	-1,868	2,493	4,733	-2,051	2,682	189	0.20%
READI*	935	-32	903	977	-32	945	42	0.05%
Strategic Initiatives	391	-50	341	536	-50	486	145	0.16%
<b>Total CAO Dept.</b>	<b>6,308</b>	<b>-1,960</b>	<b>4,348</b>	<b>6,883</b>	<b>-2,143</b>	<b>4,740</b>	<b>391</b>	<b>0.42%</b>
Comm. Commissioner Office	429	-40	389	438	-42	396	7	0.01%
Community Programming & Outreach	6,324	-1,558	4,767	6,698	-1,674	5,025	258	0.28%
Facility Design & Management	10,164	-1,355	8,809	10,582	-1,432	9,150	340	0.37%
Fire Rescue	20,548	-355	20,193	22,074	-362	21,712	1,518	1.64%
Parks, Forestry & Cemetery	10,752	-2,535	8,217	11,941	-2,857	9,084	867	0.94%
Municipal Enforcement	5,199	-3,897	1,303	5,710	-4,143	1,567	264	0.29%
Recreation Services	12,616	-10,407	2,209	12,946	-10,583	2,364	155	0.17%
<b>Total Community Services Dept.</b>	<b>66,032</b>	<b>-20,146</b>	<b>45,886</b>	<b>70,388</b>	<b>-21,092</b>	<b>49,296</b>	<b>3,410</b>	<b>3.68%</b>
Corp. Commissioner Office	411	-40	371	421	-40	381	10	0.01%
Communications	1,107	-	1,107	1,197	0	1,197	90	0.10%
Finance	5,205	-1,246	3,958	5,322	-1,253	4,069	110	0.12%
Fleet & Procurement	2,275	-1,458	816	2,469	-1,493	976	160	0.17%
Human Resources	2,431	-384	2,047	2,480	-384	2,096	49	0.05%
Information Systems	5,393	-395	4,998	5,682	-395	5,287	289	0.31%
Legal Services	714	-68	645	947	-88	859	213	0.23%
Legislative Services	1,769	-146	1,623	1,934	-176	1,758	135	0.15%
<b>Total Corporate Services Dept.</b>	<b>19,304</b>	<b>-3,737</b>	<b>15,566</b>	<b>20,452</b>	<b>-3,829</b>	<b>16,623</b>	<b>1,057</b>	<b>1.14%</b>
IPPW Commissioner Office	911	-945	-34	916	-943	-27	7	0.01%
Building Standards	3,244	-3,244	-	3,220	-3,220	-	0	0.00%
City Utilities	66,015	-66,015	-	70,027	-70,027	-	0	0.00%
Engineering Services	3,806	-683	3,124	3,908	-683	3,226	102	0.11%
Planning	2,700	-910	1,790	3,179	-913	2,266	476	0.51%
Transportation	9,334	-2,406	6,928	9,841	-2,416	7,426	498	0.54%
<b>Total Int. Planning &amp; Public Works Dept.</b>	<b>86,009</b>	<b>-74,202</b>	<b>11,807</b>	<b>91,092</b>	<b>-78,202</b>	<b>12,890</b>	<b>1,083</b>	<b>1.17%</b>
Library	7,365	-	7,365	7,720	-	7,720	355	0.38%
Corporate Transactions	29,890	-22,206	7,684	31,691	-23,350	8,341	657	0.71%
<b>Total Other</b>	<b>37,255</b>	<b>-22,206</b>	<b>15,049</b>	<b>39,411</b>	<b>-23,350</b>	<b>16,061</b>	<b>1,012</b>	<b>1.09%</b>
<b>GRAND TOTAL BUDGET</b>	<b>214,908</b>	<b>-122,251</b>	<b>92,657</b>	<b>228,226</b>	<b>-128,616</b>	<b>99,610</b>	<b>6,953</b>	
Tax Increase							5,690	6.14%
Assessment Growth							1,263	1.36%
<b>Total Change</b>							<b>6,953</b>	

\* Reconciliation, Equity, Accessibility, Diversity &amp; Inclusion

\*\* Figures subject to rounding



## 2025 City of Waterloo Approved Budget (in 000's\*\*)

Department/Division	2024			2025			\$CHANGE 25-24	%CHANGE 25-24
	EXP	REV	NET	EXP	REV	NET		
Chief Administration Office (CAO)	636	-10	626	654	-10	644	18	0.02%
Economic Development	4,733	-2,051	2,682	4,950	-2,178	2,772	90	0.09%
READI*	977	-32	945	996	-32	964	19	0.02%
Strategic Initiatives	536	-50	486	577	-50	527	41	0.04%
<b>Total CAO Dept.</b>	<b>6,883</b>	<b>-2,143</b>	<b>4,740</b>	<b>7,177</b>	<b>-2,270</b>	<b>4,907</b>	<b>167</b>	<b>0.17%</b>
Comm. Commissioner Office	438	-42	396	449	-42	407	11	0.01%
Community Programming & Outreach	6,698	-1,674	5,025	6,998	-1,704	5,294	270	0.27%
Facility Design & Management	10,582	-1,432	9,150	11,101	-1,509	9,592	442	0.44%
Fire Rescue	22,074	-362	21,712	23,990	-367	23,623	1,912	1.92%
Municipal Enforcement	5,710	-4,143	1,567	5,873	-4,220	1,653	86	0.09%
Parks, Forestry & Cemetery	11,941	-2,857	9,084	12,512	-3,136	9,376	292	0.29%
Recreation Services	12,946	-10,583	2,364	13,271	-10,763	2,507	144	0.14%
<b>Total Community Services Dept.</b>	<b>70,388</b>	<b>-21,092</b>	<b>49,296</b>	<b>74,194</b>	<b>-21,741</b>	<b>52,453</b>	<b>3,157</b>	<b>3.17%</b>
Corp. Commissioner Office	421	-40	381	432	-40	392	11	0.01%
Communications	1,197	-	1,197	1,230	-	1,230	33	0.03%
Finance	5,322	-1,253	4,069	5,533	-1,219	4,314	245	0.25%
Fleet & Procurement	2,469	-1,493	976	2,534	-1,532	1,003	26	0.03%
Human Resources	2,480	-384	2,096	2,637	-384	2,253	157	0.16%
Information Systems	5,682	-395	5,287	5,778	-395	5,383	96	0.10%
Legal Services	947	-88	859	1,086	-88	998	139	0.14%
Legislative Services	1,934	-176	1,758	2,092	-176	1,916	158	0.16%
<b>Total Corporate Services Dept.</b>	<b>20,452</b>	<b>-3,829</b>	<b>16,623</b>	<b>21,323</b>	<b>-3,834</b>	<b>17,489</b>	<b>866</b>	<b>0.87%</b>
IPPW Commissioner Office	916	-943	-27	939	-943	-3	23	0.02%
Building Standards	3,220	-3,220	-	3,307	-3,307	-	-	0.00%
City Utilities	70,027	-70,027	-	74,133	-74,133	-	-	0.00%
Engineering Services	3,908	-683	3,226	4,023	-683	3,341	115	0.12%
Planning	3,179	-913	2,266	3,524	-916	2,608	342	0.34%
Transportation	9,841	-2,416	7,426	10,587	-2,426	8,161	735	0.74%
<b>Total Int. Planning &amp; Public Works Dept.</b>	<b>91,092</b>	<b>-78,202</b>	<b>12,890</b>	<b>96,514</b>	<b>-82,408</b>	<b>14,106</b>	<b>1,216</b>	<b>1.20%</b>
Library	7,720	-	7,720	8,084	-	8,084	364	0.37%
Corporate Transactions	31,691	-23,350	8,341	33,738	-23,749	9,989	1,648	1.65%
<b>Total Other</b>	<b>39,411</b>	<b>-23,350</b>	<b>16,061</b>	<b>41,822</b>	<b>-23,749</b>	<b>18,073</b>	<b>2,012</b>	<b>2.02%</b>
<b>GRAND TOTAL BUDGET</b>	<b>228,226</b>	<b>-128,616</b>	<b>99,610</b>	<b>241,030</b>	<b>-134,002</b>	<b>107,028</b>	<b>7,419</b>	
Tax Increase							6,319	6.34%
Assessment Growth							1,100	1.10%
<b>Total Change</b>							<b>7,419</b>	

\* Reconciliation, Equity, Accessibility, Diversity &amp; Inclusion

\*\* Figures subject to rounding

## 2026 City of Waterloo Approved Budget (in 000's\*\*)

Department/Division	2025			2026			\$CHANGE 26-25	%CHANGE 26-25
	EXP	REV	NET	EXP	REV	NET		
Chief Administration Office (CAO)	654	-10	644	672	-10	662	18	0.02%
Economic Development	4,950	-2,178	2,772	5,159	-2,298	2,861	89	0.08%
READI*	996	-32	964	1,129	-32	1,097	133	0.12%
Strategic Initiatives	577	-50	527	588	-50	538	11	0.01%
<b>Total CAO Dept.</b>	<b>7,177</b>	<b>-2,270</b>	<b>4,907</b>	<b>7,547</b>	<b>-2,390</b>	<b>5,157</b>	<b>250</b>	<b>0.23%</b>
Comm. Commissioner Office	449	-42	407	461	-42	419	12	0.01%
Community Programming & Outreach	6,998	-1,704	5,294	7,209	-1,638	5,571	277	0.26%
Facility Design & Management	11,101	-1,509	9,592	11,625	-1,587	10,038	446	0.42%
Fire Rescue	23,990	-367	23,623	26,365	-372	25,993	2,370	2.21%
Municipal Enforcement	5,873	-4,220	1,653	6,049	-4,310	1,739	86	0.08%
Parks, Forestry & Cemetery	12,512	-3,136	9,376	13,056	-3,042	10,014	638	0.60%
Recreation Services	13,271	-10,763	2,507	13,602	-10,950	2,652	144	0.13%
<b>Total Community Services Dept.</b>	<b>74,194</b>	<b>-21,741</b>	<b>52,453</b>	<b>78,367</b>	<b>-21,941</b>	<b>56,426</b>	<b>3,973</b>	<b>3.71%</b>
Corp. Commissioner Office	432	-40	392	444	-40	404	12	0.01%
Communications	1,230	0	1,230	1,390	0	1,390	160	0.15%
Finance	5,533	-1,219	4,314	5,647	-1,186	4,461	147	0.14%
Fleet & Procurement	2,534	-1,532	1,003	2,602	-1,571	1,032	29	0.03%
Human Resources	2,637	-384	2,253	2,695	-384	2,311	57	0.05%
Information Systems	5,778	-395	5,383	6,005	-395	5,610	226	0.21%
Legal Services	1,086	-88	998	1,111	-88	1,023	25	0.02%
Legislative Services	2,092	-176	1,916	2,145	-176	1,970	54	0.05%
<b>Total Corporate Services Dept.</b>	<b>21,323</b>	<b>-3,834</b>	<b>17,489</b>	<b>22,038</b>	<b>-3,839</b>	<b>18,199</b>	<b>710</b>	<b>0.66%</b>
IPPW Commissioner Office	939	-943	-3	963	-943	20	24	0.02%
Building Standards	3,307	-3,307	0	3,398	-3,398	0	0	0.00%
City Utilities	74,133	-74,133	0	78,753	-78,753	0	0	0.00%
Engineering Services	4,023	-683	3,341	4,138	-683	3,455	115	0.11%
Planning	3,524	-916	2,608	3,907	-920	2,987	379	0.35%
Transportation	10,587	-2,426	8,161	11,048	-2,436	8,613	452	0.42%
<b>Total Int. Planning &amp; Public Works Dept.</b>	<b>96,514</b>	<b>-82,408</b>	<b>14,106</b>	<b>102,208</b>	<b>-87,132</b>	<b>15,076</b>	<b>969</b>	<b>0.91%</b>
Library	8,084		8,084	8,424		8,424	341	0.32%
Corporate Transactions	33,738	-23,749	9,989	35,927	-24,219	11,708	1,719	1.61%
<b>Total Other</b>	<b>41,822</b>	<b>-23,749</b>	<b>18,073</b>	<b>44,351</b>	<b>-24,219</b>	<b>20,133</b>	<b>2,059</b>	<b>1.92%</b>
<b>GRAND TOTAL BUDGET</b>	<b>241,030</b>	<b>-134,002</b>	<b>107,028</b>	<b>254,512</b>	<b>-139,521</b>	<b>114,991</b>	<b>7,963</b>	
Tax Increase							6,863	6.41%
Assessment Growth							1,100	1.03%
<b>Total Change</b>							<b>7,963</b>	

\* Reconciliation, Equity, Accessibility, Diversity &amp; Inclusion

\*\* Figures subject to rounding

**SECTION #3**  
**Tax Base Approved Budget**

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## TAX BASE BUDGET

### 2024-2026 Budget - Summary

Tax Base	2024 (\$)	2024 (%)	2025 (\$)	2025 (%)	2026 (\$)	2026 (%)
<b>Base Budget</b>						
Funding	(2,106,844)	-2.27%	(1,375,083)	-1.38%	(1,527,985)	-1.43%
Efficiency	(283,930)	-0.31%	(150,000)	-0.15%	(150,000)	-0.14%
Committed	4,560,185	4.92%	4,506,224	4.52%	4,560,994	4.26%
Recommended	189,700	0.20%	57,500	0.06%	174,000	0.16%
Reversal	(34,000)	-0.04%	-	0.00%	-	0.00%
<b>Total Base Budget Changes</b>	<b>2,325,111</b>	<b>2.51%</b>	<b>3,038,641</b>	<b>3.05%</b>	<b>3,057,009</b>	<b>2.85%</b>
<b>Operating Impacts of Capital &amp; Growth</b>						
Committed	458,312	0.49%	452,020	0.45%	363,745	0.34%
Recommended	335,705	0.36%	338,480	0.34%	319,250	0.30%
<b>Total Operating Impacts of Capital &amp; Growth Budget Changes</b>	<b>794,017</b>	<b>0.86%</b>	<b>790,500</b>	<b>0.79%</b>	<b>682,995</b>	<b>0.64%</b>
<b>Service Level Changes</b>						
Increase - Committed (See Schedule 3)	1,544,500	1.67%	1,295,500	1.30%	1,986,500	1.86%
Increase	323,500	0.35%	457,000	0.46%	354,500	0.33%
Decrease	-	0.00%	-	0.00%	-	0.00%
<b>Total Service Level Budget Changes</b>	<b>1,868,000</b>	<b>2.02%</b>	<b>1,752,500</b>	<b>1.76%</b>	<b>2,341,000</b>	<b>2.19%</b>
<b>Infrastructure Investment</b>						
Recommended	703,000	0.75%	737,000	0.74%	781,500	0.73%
<b>Total Infrastructure Budget Changes</b>	<b>703,000</b>	<b>0.75%</b>	<b>737,000</b>	<b>0.74%</b>	<b>781,500</b>	<b>0.73%</b>
<b>TOTAL BUDGET CHANGES</b>	<b>5,690,128</b>	<b>6.14%</b>	<b>6,318,641</b>	<b>6.34%</b>	<b>6,862,504</b>	<b>6.41%</b>

<b>Household Impact:</b>						
<b>Tax Increase (\$)</b>		<b>\$91</b>		<b>\$99</b>		<b>\$107</b>
<b>Tax Increase (%)</b>		<b>6.14%</b>		<b>6.34%</b>		<b>6.41%</b>

Note: Figures subject to rounding

## TAX BASE BUDGET

### 2024-2026 Budget Details - SCHEDULE I

Category	Sub-Category	Dept	Division	Ref #	Budget Request Title	Net Annual Impact 2024 (\$)	Property Tax Increase 2024 (%)	FTE Impact (2024)	Net Annual Impact 2025 (\$)	Property Tax Increase 2025 (%)	FTE Impact (2025)	Net Annual Impact 2026 (\$)	Property Tax Increase 2026 (%)	FTE Impact (2026)
Base	Funding	COMM	Recreation Services	B1	Community Services 2024-2026 Fees and Charges (COM2023-019)	(96,969)	-0.10%	-	(100,543)	-0.10%	-	(104,272)	-0.10%	-
		CORP	Legislative Services	B2	Corporate Services 2024-2026 Fees and Charges (CORP2023-036)	(57,000)	-0.06%	-	(7,000)	-0.01%	-	(7,000)	-0.01%	-
		Corp. Trans.	Corporate Transactions	B3	Assessment Growth - 2024-2026 Projection	(1,100,000)	-1.19%	-	(1,100,000)	-1.10%	-	(1,100,000)	-1.03%	-
				B4	Enova Power - Increased Dividends	-	0.00%	-	-	0.00%	-	(150,000)	-0.14%	-
				B5	In-Housing City Utilities Billing Increase	-	0.00%	-	(17,540)	-0.02%	-	(16,713)	-0.02%	-
				B6	Investment Income	(250,000)	-0.27%	-	(100,000)	-0.10%	-	(100,000)	-0.09%	-
				B7	Payment in Lieu Revenue (GRT Northfield Site)	(390,000)	-0.42%	-	-	0.00%	-	-	0.00%	-
				M15	Additional Assessment Growth (2023)	(162,875)	-0.18%	-	-	0.00%	-	-	0.00%	-
				M27	B6 Investment Income - Additional Increase	(50,000)	-0.05%	-	(50,000)	-0.05%	-	(50,000)	-0.05%	-
	Funding Total					(2,106,844)	-2.27%	-	(1,375,083)	-1.38%	-	(1,527,985)	-1.43%	-
	Efficiency	Corp. Trans.	City-wide	B8	Discretionary Operating Accounts – Permanent Reductions	(50,000)	-0.05%	-	-	0.00%	-	-	0.00%	-
			Corporate Transactions	B9	Increased Capital Overhead Recovery Revenue	(150,000)	-0.16%	-	(150,000)	-0.15%	-	(150,000)	-0.14%	-
				B10	Increased Enterprise Overhead Contribution	(83,930)	-0.09%	-	-	0.00%	-	-	0.00%	-
	Efficiency Total					(283,930)	-0.31%	-	(150,000)	-0.15%	-	(150,000)	-0.14%	-
	Committed	CAO	Strategic Initiatives	B11	Climate Change/Sustainability Contributions	158,000	0.17%	-	-	0.00%	-	-	0.00%	-
		COMM	Fire Rescue Services	B12	Fire Communications (Dispatch) Software Mtce and Licenses	-	0.00%	-	221,500	0.22%	-	221,500	0.21%	-
			Municipal Enforcement	B13	Kitchener-Waterloo & Stratford Perth Humane Society Contract Increase	11,295	0.01%	-	11,520	0.01%	-	11,750	0.01%	-
		CORP	Information Management and Technology Services	B14	Software Maintenance, Licenses and Subscriptions	206,000	0.22%	-	-	0.00%	-	-	0.00%	-
		Corp. Trans.	City-wide	B15	In Camera	2,742,304	2.96%	-	2,698,696	2.71%	-	2,655,930	2.48%	-
			Corporate Transactions	B16	Contribution to CIRRF from Assessment (30%)	330,000	0.36%	-	330,000	0.33%	-	330,000	0.31%	-
				B17	Contribution to CRF from Assessment (10%)	110,000	0.12%	-	110,000	0.11%	-	110,000	0.10%	-
				B18	Inflationary Contribution to CARF	56,732	0.06%	-	66,418	0.07%	-	73,613	0.07%	-
				B19	Inflationary Contribution to CIRRF	705,908	0.76%	-	812,698	0.82%	-	883,317	0.83%	-
				B20	Inflationary Contribution to CRF	239,946	0.26%	-	255,392	0.26%	-	274,884	0.26%	-
	Committed Total					4,560,185	4.92%	-	4,506,224	4.52%	-	4,560,994	4.26%	-
	Recommended	CAO	Economic Development	B21	Increased not-for-profit Cultural Sector Funding	-	0.00%	-	-	0.00%	-	-	0.00%	-
				B22	Physician Recruitment	-	0.00%	-	-	0.00%	-	-	0.00%	-
				M1a	Economic Development Marketing Coordinator	55,000	0.06%	1.0	-	0.00%	-	-	0.00%	-
				M34	B21 Increased not-for-profit Cultural Sector Funding	30,000	0.03%	-	-	0.00%	-	-	0.00%	-
				M34a	Council's Community Priority and Contingency Reserve Reduction	(30,000)	-0.03%	-	-	0.00%	-	-	0.00%	-
			Reconciliation, Equity, Accessibility, Diversity and Inclusion	B23	Project Coordinator	-	0.00%	-	-	0.00%	-	107,000	0.10%	1.0
				B24	Truth and Reconciliation Implementation	-	0.00%	-	-	0.00%	-	-	0.00%	-
			Strategic Initiatives	B25	Encampment Clean-up Costs	-	0.00%	-	-	0.00%	-	-	0.00%	-
				M11	Sustainability and Climate Change Co-op	17,000	0.02%	0.3	-	0.00%	-	-	0.00%	-
				M28	B11 Climate Change/Sustainability Contributions - Phasing	(30,000)	-0.03%	-	30,000	0.03%	-	-	0.00%	-
		COMM	Facility Design and Management Services	B26	Audio Visual Technician	135,000	0.15%	1.0	-	0.00%	-	-	0.00%	-
			Parks, Forestry and Cemetery	B27	Manager Parks Operations	175,700	0.19%	1.0	-	0.00%	-	-	0.00%	-
		CORP	Human Resources	B28	EMPDV Funding for Contract Support	-	0.00%	-	-	0.00%	-	-	0.00%	-
			Legislative Services	B29	Privacy Analyst	90,000	0.10%	1.0	(3,500)	0.00%	-	-	0.00%	-
				B30	Government Relations Assistant	-	0.00%	-	70,000	0.07%	1.0	(3,500)	0.00%	-
		IPPW	Planning	B31	Senior Policy Planning (Affordable Housing)	-	0.00%	-	-	0.00%	-	148,500	0.14%	1.0
		Corp. Trans.	City-wide	B32	Commissioner Special Projects	-	0.00%	-	-	0.00%	-	-	0.00%	-
				M19	Reduction of New Position - 1 FTE (2026)	-	0.00%	-	-	0.00%	-	(120,000)	-0.11%	(1.0)
				M26	Staffing Additions Deferred Start Date (June 1 2024 and June 1 2025 start date)	(203,000)	-0.22%	-	11,000	0.01%	-	192,000	0.18%	-
				M35	Other Expense Reductions and/or Revenue Generation	-	0.00%	-	-	0.00%	-	(100,000)	-0.09%	-
			Corporate Transactions	M33	B20 Inflationary CRF Contribution Reduction	(50,000)	-0.05%	-	(50,000)	-0.05%	-	(50,000)	-0.05%	-
	Recommended Total					189,700	0.20%	4.3	57,500	0.06%	1.0	174,000	0.16%	1.0
	Reversal	CAO	CAO Administration	N/A	Reversal of Prior Year (2023) One-time: Director of Strategic Initiatives	(8,500)	-0.01%	-	-	0.00%	-	-	0.00%	-
		COMM	Recreation Services	N/A	Reversal of Prior Year (2023) One-time: Programming Coordinator	(8,500)	-0.01%	-	-	0.00%	-	-	0.00%	-
		CORP	Finance	N/A	Reversal of Prior Year (2023) One-time: PeopleSoft Functional Specialist	(8,500)	-0.01%	-	-	0.00%	-	-	0.00%	-
		IPPW	Planning	N/A	Reversal of Prior Year (2023) One-time: Senior Development Planner,	(8,500)	-0.01%	-	-	0.00%	-	-	0.00%	-
	Reversal Total					(34,000)	-0.04%	-	-	0.00%	-	-	0.00%	-
Base Total						2,325,111	2.51%	4.3	3,038,641	3.05%	1.0	3,057,009	2.86%	1.0

**TAX BASE BUDGET**  
**2024-2026 Budget Details - SCHEDULE I**

Category	Sub-Category	Dept	Division	Ref #	Budget Request Title	Net Annual Impact 2024 (\$)	Property Tax Increase 2024 (%)	FTE Impact (2024)	Net Annual Impact 2025 (\$)	Property Tax Increase 2025 (%)	FTE Impact (2025)	Net Annual Impact 2026 (\$)	Property Tax Increase 2026 (%)	FTE Impact (2026)
Op Impacts of Capital and Growth	Committed	IPPW	Transportation Services	G1	Winter Control 5 Year Avg Budget Adjustment	100,000	0.11%	0.9	85,000	0.09%	0.9	20,000	0.02%	-
		Corp. Trans.	Library	G2	Waterloo Public Library Funding Agreement	358,312	0.39%	-	367,020	0.37%	-	343,745	0.32%	-
	Committed Total					458,312	0.49%	0.9	452,020	0.45%	0.9	363,745	0.34%	-
	Recommended	COMM	Facility Design and Management Services	G3	Operating Impacts of Capital - Facility Design and Management Services	-	0.00%	-	63,000	0.06%	-	25,000	0.02%	-
			Municipal Enforcement	G4	Administrative Monetary Penalty System (AMPS)	(11,295)	-0.01%	1.2	(11,520)	-0.01%	-	(11,750)	-0.01%	-
			Parks, Forestry and Cemetery	G5	Operating Impacts of Capital - Parks Services	169,000	0.18%	0.6	85,000	0.09%	-	131,000	0.12%	0.6
		CORP	Finance	G6	Operating Impacts of Capital - Finance	-	0.00%	-	-	0.00%	-	20,000	0.02%	-
		IPPW	Transportation Services	G7	Operating Impacts of Capital - Transportation Services	28,000	0.03%	-	52,000	0.05%	-	55,000	0.05%	-
		Corp. Trans.	City-wide	G8	Fleet Equipment Operating Impacts of Capital	150,000	0.16%	-	150,000	0.15%	-	100,000	0.09%	-
	Recommended Total					335,705	0.36%	1.8	338,480	0.34%	-	319,250	0.30%	0.6
Op Impacts of Capital and Growth Total						794,017	0.86%	2.7	790,500	0.79%	0.9	682,995	0.64%	0.6
Service Level Change	Increase - Committed	CAO	Economic Development	S1	WREDC - Increased Annual Contribution (CAO2023-025)	100,000	0.11%	-	50,000	0.05%	-	50,000	0.05%	-
		COMM	Fire Rescue Services	S2	Fire Master Plan Expansion (COM2023-016)	1,065,000	1.15%	6.0	1,437,000	1.44%	8.0	1,519,000	1.42%	8.0
				M16a	Fire In Camera Revised	(428,000)	-0.46%	-	(488,000)	-0.49%	-	(80,000)	-0.07%	-
			Parks, Forestry and Cemetery	S3	Winter Sidewalk Maintenance Service Enhancement - 2024/25 Winter Season (IPPW2023-040)	393,000	0.42%	2.1	-	0.00%	-	-	0.00%	-
				S4	Winter Sidewalk Maintenance Service Enhancement - 2025/26 Winter Season	-	0.00%	-	514,000	0.52%	0.8	-	0.00%	-
				S5	Winter Sidewalk Maintenance Service Enhancement - 2026/27 Winter Season	-	0.00%	-	-	0.00%	-	115,000	0.11%	-
				M30	S3, S4, S5 Winter Sidewalk Maintenance Service Enhancement - Phasing of Budget Increase	(93,000)	-0.10%	-	(214,000)	-0.21%	-	157,000	0.15%	-
		CORP	Communications	S6	Digital Services Specialist (CORP2023-034)	-	0.00%	-	-	0.00%	-	117,000	0.11%	1.0
			Information Management and Technology Services	S7	Digital Services Web Developer (CORP2023-034)	-	0.00%	-	-	0.00%	-	108,500	0.10%	1.0
			Legal Services	S8	Assistant City Solicitor - Planning and Development (IPPW-2023-058)	217,500	0.23%	1.0	(3,500)	0.00%	-	-	0.00%	-
		IPPW	Planning	S9	Senior Development Planner (IPPW2023-031)	145,000	0.16%	1.0	-	0.00%	-	-	0.00%	-
				S10	Senior Development Planner (IPPW2023-031)	145,000	0.16%	1.0	-	0.00%	-	-	0.00%	-
	Increase - Committed					1,544,500	1.67%	11.1	1,295,500	1.30%	8.8	1,986,500	1.86%	10.0
	Increase	COMM	Community Programming and Outreach Services	S11	Community Inclusion Initiatives	161,000	0.17%	1.0	100,000	0.10%	2.2	42,000	0.04%	2.3
				M31	S11 Community Inclusion Initiative - Phasing of Budget Increase	(61,000)	-0.07%	-	-	0.00%	-	61,000	0.06%	-
			Parks, Forestry and Cemetery	S12	Splash Pads Water Consumption	100,000	0.11%	-	-	0.00%	-	-	0.00%	-
		CORP	Legal Services	S13	Paralegal	-	0.00%	-	113,500	0.11%	1.0	(3,500)	0.00%	-
		IPPW	Planning	S14	Development Planner	123,500	0.13%	1.0	(3,500)	0.00%	-	-	0.00%	-
				S15	Development Planner	-	0.00%	-	123,500	0.12%	1.0	(3,500)	0.00%	-
				S16	Development Planner	-	0.00%	-	123,500	0.12%	1.0	(3,500)	0.00%	-
				S17	Site Plan Coordinator	-	0.00%	-	-	0.00%	-	123,500	0.12%	1.0
			Transportation Services	M4	Transportation Engineering Supervisor	-	0.00%	-	-	0.00%	-	138,500	0.13%	1.0
	Increase Total					323,500	0.35%	2.0	457,000	0.46%	5.2	354,500	0.33%	4.3
Service Level Change Total						1,868,000	2.02%	13.1	1,752,500	1.76%	14.0	2,341,000	2.19%	14.3
Infrastructure Investment	Recommended	COMM	Facility Design and Management Services	I1	Preventative Building Maintenance Infrastructure	-	0.00%	-	100,000	0.10%	-	300,000	0.28%	-
				I2	Senior Project Engineer (Mechanical )	-	0.00%	-	155,000	0.16%	1.0	(3,500)	0.00%	-
			Parks, Forestry and Cemetery	I3	Outdoor Water Technician and Preventative Mechanical Maintenance of Splash Pads	130,000	0.14%	1.0	(2,500)	0.00%	-	-	0.00%	-
		CORP	Finance	I4	GIS Specialist/Analyst	-	0.00%	-	58,000	0.06%	1.0	-	0.00%	-
			Fleet and Procurement	I5	Contracts Manager	98,000	0.11%	1.0	(3,500)	0.00%	-	-	0.00%	-
		IPPW	Transportation Services	I6	Transportation Services Lead Hand	120,000	0.13%	1.0	-	0.00%	-	-	0.00%	-
		Corp. Trans.	Corporate Transactions	I7	Increased Infrastructure Funding as per LTFP	575,000	0.62%	-	700,000	0.70%	-	795,000	0.74%	-
				M23	Increased Infrastructure Funding as per LTFP	(220,000)	-0.24%	-	-	0.00%	-	-	0.00%	-
				M24	Increased Infrastructure Funding as per LTFP	-	0.00%	-	(270,000)	-0.27%	-	-	0.00%	-
				M25	Increased Infrastructure Funding as per LTFP	-	0.00%	-	-	0.00%	-	(310,000)	-0.29%	-
	Recommended Total					703,000	0.76%	3.0	737,000	0.74%	2.0	781,500	0.73%	-
Infrastructure Investment Total						703,000	0.76%	3.0	737,000	0.74%	2.0	781,500	0.73%	-
TOTAL						5,690,128	6.14%	23.1	6,318,641	6.34%	17.9	6,862,504	6.41%	15.9



## TAX BASE BUDGET

## 2024-2026 Budget Details - Reserve / Reserve Funds Funded Budget Requests - SCHEDULE 2

Category	Sub-Category	Dept	Division	Ref #	Budget Request Title	Funding Source	Amount 2024 (\$)	Amount 2025 (\$)	Amount 2026 (\$)
Base	Recommended	CAO	Economic Development	B21	Increased not-for-profit Cultural Sector Funding	Economic Development Reserve	25,000	25,000	25,000
				B22	Physician Recruitment	Economic Development Reserve	30,000	30,000	30,000
				M1a	Economic Development Marketing Coordinator	Economic Development Reserve	50,000	-	-
				M34	B21 Increased not-for-profit Cultural Sector Funding	Council's Contingency Priority Reserve	30,000	-	-
			Reconciliation, Equity, Accessibility, Diversity and Inclusion	B24	Truth and Reconciliation Implementation	Transfer from Capital (CRF)	25,000	-	-
			Strategic Initiatives	B25	Encampment Clean-up Costs	General Operating Contingency Reserve	75,000	75,000	75,000
		CORP	Human Resources	B28	EMPDV Funding for Contract Support	Employee Development and Capacity Building Reserve	125,000	125,000	125,000
		Corp. Trans.	City-wide	B32	Commissioner Special Projects	Tax Rate Stabilization Reserve	125,000	125,000	125,000
	Recommended Total						485,000	380,000	380,000
Base Total							485,000	380,000	380,000
Service Level Change	Increase - Committed	COMM	Parks, Forestry and Cemetery	M30	S3, S4, S5 Winter Sidewalk Maintenance Service Enhancement - Phasing of Budget Increase	Winter Control Reserve	93,000	214,000	(157,000)
	Increase - Committed Total								
Service Level Change Total							93,000	214,000	(157,000)
Grand Total							578,000	594,000	223,000

**TAX BASE BUDGET**

**2024-2026 Budget - Service Level Increases - Committed - SCHEDULE 3**

Item #	Council Report	Council Date	Council Report Title	Rational for Advancing Decision	Budget Category	Ref #	Net Annual Impact 2024 (\$)	Property Tax Increase 2024 (%)	Net Annual Impact 2025 (\$)	Property Tax Increase 2025 (%)	Net Annual Impact 2026 (\$)	Property Tax Increase 2026 (%)
1	<b>CORP2023-034</b>	06/12/2023	Digital Services Strategy Implementation	Decision advanced in response to increased demand for digital services and new expectations for municipalities to be able to respond 24/7 through digital channels. Increased staffing resources in both Communications and IMTS was formally approved as part of the 2024-2026 budget.	Service Level Increase - Committed	S6, S7	-	0.00%	-	0.00%	225,500	0.21%
2	<b>COM2023-016</b>	06/19/2023	Fire Master Plan Update, June 2023	Decision advanced to permit purchase of required Fire Rescue Pumper and to provide Council direction regarding the staff phasing strategy were approved as part of the 2024-2026 budget.	Service Level Increase - Committed	S2	1,065,000	1.15%	1,437,000	1.44%	1,519,000	1.42%
3	<b>IPPW2023-040</b>	06/26/2023	Winter Sidewalk Maintenance Service Enhancement Recommendations	Decision advanced as per Council direction to review Winter Sidewalk Maintenance Service hybrid model with the goal of improving accessibility and level of service was formally approved as part of the 2024-2026 budget.	Service Level Increase - Committed	S3, S4, S5	393,000	0.42%	514,000	0.52%	115,000	0.11%
4	<b>IPPW2023-031</b>	06/26/2023	Bill 109 Implementation (Housekeeping Amendment)	Decision advanced in response to legislation, and in order to meet the statutory timelines imposed by the Province. Planning staff (2 FTEs) were formally approved as part of the 2024-2026 budget.	Service Level Increase - Committed	S9, S10	290,000	0.31%	-	0.00%	-	0.00%
5	<b>CAO2023-007</b>	09/18/2023	WREDC - Increased Annual Contribution (CAO2023-025)	Decision advanced in response to expiring agreement. Increased City financial commitment was formally approved as part of the 2024-2026 budget.	Service Level Increase - Committed	S1	100,000	0.11%	50,000	0.05%	50,000	0.05%
6	<b>IPPW2023-058</b>	10/30/2023	Assistant City Solicitor - Planning and Development (IPPW-2023-058)	Decision advanced in response to legislation, and in order to meet the statutory timelines imposed by the Province. Legal staff (1 FTE) was formally approved as part of the 2024-2026 budget.	Service Level Increase - Committed	S8	217,500	0.23%	(3,500)	0.00%	-	0.00%
<b>TOTAL</b>							<b>2,065,500</b>	<b>2.23%</b>	<b>1,997,500</b>	<b>2.01%</b>	<b>1,909,500</b>	<b>1.78%</b>

**Notes:**

- Items approved by Council in advance of budget as per the reports/dates listed above.
- Formal approval was received as part of the 2024-2026 budget adoption on February 12, 2024

## **SECTION #4**

### **Tax Base Budget Menu Items**

## 2024-2026 BUDGET MENU LIST

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The 2024-2026 budget was developed in accordance with Corporate Policy FC-019 – Core Consumer Price Index (CPIX). Through this policy, Council directed staff that:

- CPIX be used as a guideline for property tax increases.
- Staff were to strive to keep increases as close to inflation as possible for the base budget (including efficiencies) and operating impact of capital and growth, net of assessment growth.
- That the index be used as a guideline for budget decision making whereby City staff presented a staff tabled budget on that basis along with **known pressures outside of the staff tabled budget (+)** and **further reduction opportunities (-)** for Council's decision making (Menu List).
- On February 12, 2024 budget day, Council could choose to add (or modify) any menu items as part of the 2024-2026 budget deliberation process.

On December 11, 2023, staff released a 2024-2026 staff tabled operating budget along with a Staff Budget Committee prioritized Menu List of items outside of the staff tabled budget for Council's decision making. The staff tabled budget included a prioritized menu list with 14 potential menu item increases (M1-M14) totaling \$1.6M and 11 potential menu item reductions (M15-M25) totaling -\$2.4M.

On January 29, 2024, through report CORP2024-005 Community Engagement 2024-2026 Staff Tabled Budget, the dominant theme of the feedback provided by residents from both the budget information session and the Engage Waterloo budget survey was concern with the affordability with the level of the staff tabled tax increases and the potential impacts on the community. In consideration of this feedback, Council directed staff to present additional recommendations at the start of the February 12, 2024 budget day meeting that could, if approved, reduce the overall tax rate impact of the three-year budget. In response to that direction, senior staff developed seven additional menu reduction opportunities for Council consideration (M26-M32), which created a potential total of -\$400,000 in tax increase savings and further provided various options to phase in budget items (to ease the tax burden over 2024-2026) and to use reserve funding (and not impact the tax base).

On February 12, 2024 budget day, Council approved three (new) menu items (M33, M34/M34a and M35) and made a revision resulting in M1a.

For a complete list of menu items approved by Council - see **2024-2026 Approved Budget Menu List - Schedule 4**. All menu items **approved** by Council are listed on the top half of Schedule 4 and menu items **not** approved are shown on the bottom half of Schedule 4 for reference.

Also, all approved menu items are shown in their respective areas under Schedule 1 (pages 31 and 32) and Schedule 2 (page 33).

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**TAX BASE BUDGET**  
**2024-2026 Budget - MENU LIST - SCHEDULE 4**

Dept	Division	BR #	Menu Ref #	Budget Request Name	Net Annual Impact 2024 (\$)	Net Annual Impact 2024 (%)	Net Annual Impact 2025 (\$)	Net Annual Impact 2025 (%)	Net Annual Impact 2026 (\$)	Net Annual Impact 2026 (%)	Status
CAO	Economic Development	CAO.2024.017	M1a	Economic Development Marketing Coordinator-with Economic Development Reserve Contribution	105,000	0.11%	-	-	-	-	Approved
CAO	Economic Development	CAO.2024.017	M1a	Economic Development Marketing Coordinator - with Economic Development Reserve Contribution	(50,000)	-0.05%		-	-	-	Approved
IPPW	Transportation Services	IPPW.2024.008	M4	Transportation Engineering Supervisor	-	-	-	-	138,500	0.13%	Approved
CAO	Strategic Initiatives	CAO.2024.013	M11	Sustainability and Climate Change Co-Op	17,000	0.02%	-	-	-	-	Approved
Corp. Trans.	Corporate Transactions	TRAN.2024.014	M15	Additional Assessment Growth (2023)	(162,875)	-0.18%	-	-	-	-	Approved
COMM	Fire Rescue Services	COMM.2024.032	M16a	Fire - Temporary Budget Savings for New Hires*REVISED	(428,000)	-0.46%	(488,000)	-0.49%	(80,000)	-0.07%	Approved
All	City-wide	TRAN.2024.018	M19	Reduction of New Position - 1 FTE (Avg Amount) in 2026	-	-	-	-	(120,000)	-0.11%	Approved
Corp. Trans.	Corporate Transactions	TRAN.2024.022	M23	Increased Infrastructure Funding as per the LTFP - REDUCTION in 2024	(220,000)	-0.24%	-	-	-	-	Approved
Corp. Trans.	Corporate Transactions	TRAN.2024.023	M24	Increased Infrastructure Funding as per the LTFP - REDUCTION in 2025	-	-	(270,000)	-0.27%	-	-	Approved
Corp. Trans.	Corporate Transactions	TRAN.2024.024	M25	Increased Infrastructure Funding as per the LTFP - REDUCTION in 2026	-	-	-	-	(310,000)	-0.29%	Approved
Corp. Trans.	Corporate Transactions	TRAN.2024.030	M26	Staffing Additional Deferred Start Date (June 1 2024 and June 1 2025)	(203,000)	-0.22%	11,000	0.01%	192,000	0.18%	Approved
Corp. Trans.	Corporate Transactions	TRAN.2024.031	M27	B6 Investment Income - Additional Increase	(50,000)	-0.05%	(50,000)	-0.05%	(50,000)	-0.05%	Approved
CAO	Strategic Initiatives	CAO.2024.016	M28	B11 Climate Change/Sustainability Contributions - Phasing	(30,000)	-0.03%	30,000	0.03%	-	-	Approved
COMM	Parks, Forestry and Cemetery	COMM.2024.033	M30	S3, S4, S5 Winter Sidewalk Mtce Service Enhancements - Phasing (Transfer from Winter Control Reserve	(93,000)	-0.10%	(214,000)	-0.21%	157,000	0.15%	Approved
COMM	Parks, Forestry and Cemetery	COMM.2024.034	M31	S11 Community Inclusion Initiatives - Phasing of Budget Increase with temporary Tax Rate Stabilization Reserve	(61,000)	-0.07%	-	-	61,000	0.06%	Approved
Corp. Trans.	Corporate Transactions	TRAN.2024.033	M33	B20 Inflationary CRF Contribution Reduction	(50,000)	-0.05%	(50,000)	-0.05%	(50,000)	-0.05%	Approved
CAO	Economic Development	CAO.2024.018	M34	B21 Increased not-for-profit Cultural Sector Funding	30,000	0.03%	-	-	-	-	Approved
CAO	Economic Development	CAO.2024.019	M34a	B21 Increased not-for-profit Cultural Sector Funding-CCPC Reserve funding	(30,000)	-0.03%	-	-	-	-	Approved
Corp. Trans.	Corporate Transactions	TRAN.2024.034	M35	Other Expense Reductions and/or Revenue Generation	-	-	-	-	(100,000)	-0.09%	Approved
					(1,297,875)	-1.40%	(1,031,000)	-1.04%	(300,000)	-0.28%	
CORP	Communications	CORP.2024.014	M2	Digital Services Specialist (CORP2023-034)	-	0.00%	120,500	0.12%	(3,500)	0.00%	Not Approved
COMM	Recreation Services	COMM.2024.029	M3	Facility Booking and Active Net Clerk	-	0.00%	-	0.00%	103,500	0.10%	Not Approved
COMM	Parks, Forestry and Cemetery	COMM.2024.019	M5	Winter Sidewalk Maintenance Service Enhancement: Advance Clearing Regional Road Sidewalk in Zone 1	115,000	0.12%	-	0.00%	(115,000)	-0.11%	Not Approved
CAO	Strategic Initiatives	CAO.2024.015	M6	Sustainability Officer	-	0.00%	95,000	0.10%	(3,500)	0.00%	Not Approved
CAO	Reconciliation, Equity, Accessibility, Diversity and Inclusion	CAO.2024.012	M7	Data/Policy Analyst	-	0.00%	-	0.00%	124,000	0.12%	Not Approved
COMM	Community Programming and Outreach Services	COMM.2024.028	M8	Increased Support for Community Initiatives	-	0.00%	-	0.00%	195,000	0.18%	Not Approved
IPPW	Engineering Services	IPPW.2024.034	M9	Landscape Technologist		0.00%	-	0.00%	122,500	0.11%	Not Approved
COMM	Parks, Forestry and Cemetery	COMM.2024.020	M10	Winter Sidewalk Maintenance Service Enhancement: Add Clearing Sidewalk in All School Zones	220,000	0.24%	-	0.00%	-	0.00%	Not Approved
COMM	Parks, Forestry and Cemetery	COMM.2024.021	M10a	Winter Sidewalk Maintenance Service Enhancement: Add Clearing Sidewalk in All School Zones - Capital Equipment	250,000	0.27%	(250,000)	-0.25%	-	0.00%	Not Approved
CORP	Finance	CORP.2024.013	M12	Accounting Clerk	-	0.00%	-	0.00%	94,500	0.09%	Not Approved
IPPW	Transportation Services	IPPW.2024.009	M13	Mobile Truck Tracking Technology Enhancements		0.00%	-	0.00%	60,000	0.06%	Not Approved
COMM	Parks, Forestry and Cemetery	COMM.2024.022	M14	Winter Sidewalk Maintenance Service Enhancement: Add Clearing Regional Road Sidewalk in Zone 2, 3 and 4	-	0.00%	220,000	0.22%	-	0.00%	Not Approved
COMM	Parks, Forestry and Cemetery	COMM.2024.023	M14a	Winter Sidewalk Maintenance Service Enhancement: Add Clearing Regional Road Sidewalk in Zone 2, 3 and 4 - Capital Equipment	-	0.00%	250,000	0.25%	(250,000)	-0.23%	Not Approved
Corp. Trans.	Corporate Transactions	TRAN.2024.015	M15a	Additional Assessment Growth (2023) to CRF (10%) and CRRF (30%)	65,150	0.07%	-	0.00%	-	0.00%	Not Approved
COMM	Fire Rescue Services	COMM.2024.030	M16	Fire - Temporary Budget Savings for New Hires	(352,000)	-0.38%	(412,000)	-0.41%	(80,000)	-0.07%	Not Approved
All	City-wide	TRAN.2024.016	M17	Reduction of New Position - 1 FTE (Avg Amount) in 2024	(120,000)	-0.13%	-	0.00%	-	0.00%	Not Approved
All	City-wide	TRAN.2024.017	M18	Reduction of New Position - 1 FTE (Avg Amount) in 2025	-	0.00%	(120,000)	-0.12%	-	0.00%	Not Approved
All	City-wide	TRAN.2024.019	M20	Reduction of Additional New Position - 1 FTE (Avg Amount) in 2024	(120,000)	-0.13%	-	0.00%	-	0.00%	Not Approved
All	City-wide	TRAN.2024.020	M21	Reduction of Additional New Position - 1 FTE (Avg Amount) in 2025	-	0.00%	(120,000)	-0.12%	-	0.00%	Not Approved
All	City-wide	TRAN.2024.021	M22	Reduction of Additional New Position - 1 FTE (Avg Amount) in 2026	-	0.00%	-	0.00%	(120,000)	-0.11%	Not Approved
Corp. Trans.	Corporate Transactions	TRAN.2024.032	M29	G2 Waterloo Public Library Funding Agreement - Phasing	(150,000)	-0.16%	150,000	0.15%	-	0.00%	Not Approved
COMM	Facility Design and Management Services	COMM.2024.035	M32	I1 Preventative Building Maintenance Funding - Reduction	-	0.00%	-	0.00%	(100,000)	-0.09%	Not Approved

## **SECTION #5**

### **City Utilities Budget**

## CITY UTILITIES BUDGET

### 2024-2026 Budget - Summary

Tax Base	2024 (\$)	2025 (\$)	2026 (\$)
<b>Base Budget</b>			
Funding	(4,042,583)	(4,135,657)	(4,650,312)
Efficiency	247,463	-	-
Committed	1,917,296	2,648,043	3,311,563
Recommended	114,999	153,048	137,076
Reversal	-	-	-
<b>Total Base Budget Changes</b>	<b>(1,762,825)</b>	<b>(1,334,566)</b>	<b>(1,201,673)</b>
<b>Operating Impacts of Capital &amp; Growth</b>			
Committed	-	-	-
Recommended	578,534	18,955	87,043
<b>Total Operating Impacts of Capital &amp; Growth Budget Changes</b>	<b>578,534</b>	<b>18,955</b>	<b>87,043</b>
<b>Service Level Changes</b>			
Committed	-	-	7,000
Increase	200,000	61,449	(60,500)
<b>Total Service Level Budget Changes</b>	<b>200,000</b>	<b>61,449</b>	<b>(53,500)</b>
<b>Infrastructure Investment</b>			
Recommended	38,000	61,000	-
<b>Total Infrastructure Budget Changes</b>	<b>38,000</b>	<b>61,000</b>	<b>-</b>
<b>TOTAL BUDGET CHANGES</b>	<b>(946,291)</b>	<b>(1,193,162)</b>	<b>(1,168,130)</b>
<b>Net Operating Transfer to/(from) Reserve</b>	<b>946,291</b>	<b>1,193,162</b>	<b>1,168,130</b>
<b>TOTAL TAX BASE BUDGET IMPACT</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Household Impact:</b>			
City Utilities Increase - City Portion (\$)	47	50	55
City Utilities Increase - Region Portion (\$)	21	24	25
City Utilities Increase - Total (\$)	68	74	80
City Utilities Increase - City Portion (%)	3.8%	3.9%	4.0%
City Utilities Increase - Region Portion (%)	1.8%	1.9%	1.9%
City Utilities Increase - Total (%)	5.6%	5.8%	5.9%
City Utilities Reserve (Combined) Projected Balance	\$18.4M	\$19.0M	\$17.9M

Note: Figures subject to rounding



**CITY UTILITIES BUDGET**  
**2024-2026 Budget Details - SCHEDULE 5**

Category	Sub-Category	Dept	Division	Ref #	Budget Request Title	Net Annual Impact 2024 (\$)	FTE Impact (2024)	Net Annual Impact 2025 (\$)	FTE Impact (2025)	Net Annual Impact 2026 (\$)	FTE Impact (2026)
Base	Funding	IPPW	City Utilities	B36	Stormwater Revenue Increase	(903,148)	-	(988,094)	-	(1,078,614)	-
				B37	System Alteration Fees - Wastewater and Stormwater	(35,000)	-	(700)	-	(714)	-
				B38	Water Retail Revenue Increase	(1,712,324)	-	(1,772,821)	-	(1,991,447)	-
				B39	Wastewater Retail Revenue Increase	(1,392,111)	-	(1,374,042)	-	(1,579,537)	-
	<b>Funding Total</b>					<b>(4,042,583)</b>	<b>-</b>	<b>(4,135,657)</b>	<b>-</b>	<b>(4,650,312)</b>	<b>-</b>
	Efficiency	Corp. Trans.	City-wide	B10	Increased Enterprise Overhead Contribution (City Utilities)	247,463	-	-	-	-	-
	<b>Efficiency Total</b>					<b>247,463</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	Committed	CORP	Information Management and Technology Services	B14	Software Maintenance, Licenses and Subscriptions (City Utilities)	24,000	-	-	-	-	-
		Corp. Trans.	City-wide	B15	In Camera (City Utilities)	230,111	-	225,319	-	234,675	-
		IPPW	City Utilities	B40	Stormwater Credit Payments	3,768	-	3,843	-	3,920	-
				B41	Stormwater Debenture Payments	(31,950)	-	184,636	-	259,632	-
				B42	Water Debenture Payments	(189,568)	-	312,075	-	577,339	-
				B43	Water Wholesale Purchase Increase	608,003	-	674,719	-	765,385	-
				B44	Wholesale Wastewater Treatment Increase	1,272,932	-	1,247,451	-	1,470,612	-
	<b>Committed Total</b>					<b>1,917,296</b>	<b>-</b>	<b>2,648,043</b>	<b>-</b>	<b>3,311,563</b>	<b>-</b>
	Recommended	CORP	Legislative Services	B29	Privacy Analyst (City Utilities)	8,000	-	-	-	-	-
				B30	Government Relations Assistant (City Utilities)	-	-	15,000	-	-	-
		IPPW	City Utilities	B50	Inflationary Increases - City Utilities	106,999	-	120,508	-	120,363	-
				B51	In-Housing City Utilities Billing Increase	-	-	17,540	-	36,713	-
				B52	Clean Water Initiatives - transfer from Water to Stormwater (Wat)	(30,000)	-	(30,000)	-	(30,000)	-
				B53	Clean Water Initiatives - transfer from Water to Stormwater (SWM)	30,000	-	30,000	-	30,000	-
	<b>Recommended Total</b>					<b>114,999</b>	<b>-</b>	<b>153,048</b>	<b>-</b>	<b>137,076</b>	<b>-</b>
<b>Base Total</b>						<b>(1,762,825)</b>	<b>-</b>	<b>(1,334,566)</b>	<b>-</b>	<b>(1,201,673)</b>	<b>-</b>
Op Impacts of Capital and Growth	Recommended	IPPW	City Utilities		AMI/Meter Technician and Locator	85,289	1.0	-	-	-	-
				G10							
				G11	City Utilities - Backflow Technician	133,245	1.0	(3,500)	-	-	-
				G12	City Utilities - Fleet Expansion	310,000	-	(178,000)	-	(50,000)	-
				G13	City Utilities - Meter Replacement Budget	50,000	-	50,000	-	50,000	-
				G14	Supervisor of Water Distribution	-	-	150,455	1.0	(3,500)	-
				G15	Wastewater Operator	-	-	-	-	90,543	1.0
	<b>Recommended Total</b>					<b>578,534</b>	<b>2.0</b>	<b>18,955</b>	<b>1.0</b>	<b>87,043</b>	<b>1.0</b>
<b>Op Impacts of Capital and Growth Total</b>						<b>578,534</b>	<b>2.0</b>	<b>18,955</b>	<b>1.0</b>	<b>87,043</b>	<b>1.0</b>
Service Level Change	Committed	CORP	Communications		Digital Services Specialist (CORP2023-034) (City Utilities)	-	-	-	-	1,000	-
			Information Management and Technology Services	56							
				57	Digital Services Web Developer (CORP2023-034) (City Utilities)	-	-	-	-	6,000	-
	<b>Committed Total</b>					<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,000</b>	<b>-</b>
	Increase	IPPW	City Utilities	S18	City Utilities - Meter Reading Cost Adjustments	200,000	-	(58,860)	-	(57,000)	-
				S19	Wastewater Technician	-	-	120,309	1.0	(3,500)	-
	<b>Increase Total</b>					<b>200,000</b>	<b>-</b>	<b>61,449</b>	<b>1.0</b>	<b>(60,500)</b>	<b>-</b>
<b>Service Level Change Total</b>						<b>200,000</b>	<b>-</b>	<b>61,449</b>	<b>1.0</b>	<b>(53,500)</b>	<b>-</b>
Infrastructure Investment	Recommended	CORP	Finance	I4	GIS Specialist/Analyst (City Utilities)	-	-	61,000	-	-	-
			Fleet and Procurement	I5	Contracts Manager (City Utilities)	38,000	-	-	-	-	-
	<b>Recommended Total</b>					<b>38,000</b>	<b>-</b>	<b>61,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Infrastructure Investment Total</b>						<b>38,000</b>	<b>-</b>	<b>61,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>						<b>(946,291)</b>	<b>2.0</b>	<b>(1,193,162)</b>	<b>2.0</b>	<b>(1,168,130)</b>	<b>1.0</b>



## **SECTION #6**

### **Other Enterprises Budget**

**BUILDING STANDARDS BUDGET**  
**2024-2026 Budget - Summary**

<b>Tax Base</b>	<b>2024 (\$)</b>	<b>2025 (\$)</b>	<b>2026 (\$)</b>
<b>Base Budget</b>			
Funding	-	-	-
Efficiency	(110,147)	-	-
Committed	83,375	81,106	88,612
Recommended	3,000	6,000	-
Reversal	-	-	-
<b>Total Base Budget Changes</b>	<b>(23,772)</b>	<b>87,106</b>	<b>88,612</b>
<b>Operating Impacts of Capital &amp; Growth</b>			
Committed	-	-	-
Recommended	-	-	-
<b>Total Operating Impacts of Capital &amp; Growth Budget Changes</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Service Level Changes</b>			
Committed	-	-	2,000
Increase	-	-	-
<b>Total Service Level Budget Changes</b>	<b>-</b>	<b>-</b>	<b>2,000</b>
<b>Infrastructure Investment</b>			
Recommended	-	-	-
<b>Total Infrastructure Budget Changes</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET CHANGES</b>	<b>(23,772)</b>	<b>87,106</b>	<b>90,612</b>
<b>Net Operating Transfer to/(from) Reserve</b>	<b>23,772</b>	<b>(87,106)</b>	<b>(90,612)</b>
<b>TOTAL TAX BASE BUDGET IMPACT</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Building Permit Reserve Fund Projected Balance</b>	<b>\$5.2M</b>	<b>\$4.5M</b>	<b>\$3.5M</b>

*Note: Figures subject to rounding*

**CEMETERY SERVICES BUDGET**  
**2024-2026 Budget - Summary**

<b>Tax Base</b>	<b>2024 (\$)</b>	<b>2025 (\$)</b>	<b>2026 (\$)</b>
<b>Base Budget</b>			
Funding	-	-	-
Efficiency	-	-	-
Committed	56,224	48,405	49,500
Recommended	159,193	1,000	-
Reversal	-	-	-
<b>Total Base Budget Changes</b>	<b>215,417</b>	<b>49,405</b>	<b>49,500</b>
<b>Operating Impacts of Capital &amp; Growth</b>			
Committed	-	-	-
Recommended	6,000	6,000	2,000
<b>Total Operating Impacts of Capital &amp; Growth Budget Changes</b>	<b>6,000</b>	<b>6,000</b>	<b>2,000</b>
<b>Service Level Changes</b>			
Committed	-	-	3,000
Increase	-	-	-
<b>Total Service Level Budget Changes</b>	<b>-</b>	<b>-</b>	<b>3,000</b>
<b>Infrastructure Investment</b>			
Recommended	-	-	-
<b>Total Infrastructure Budget Changes</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET CHANGES</b>	<b>221,417</b>	<b>55,405</b>	<b>54,500</b>
<b>Net Operating Transfer to/(from) Reserve</b>	<b>(221,417)</b>	<b>(55,405)</b>	<b>(54,500)</b>
<b>TOTAL TAX BASE BUDGET IMPACT</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cemetery Reserve Fund Projected Balance</b>	<b>\$20,000</b>	<b>\$30,000</b>	<b>\$11,000</b>

*Note: Figures subject to rounding*

**COMPREHENSIVE BUSINESS LICENSING BUDGET**  
**2024-2026 Budget - Summary**

<b>Tax Base</b>	<b>2024 (\$)</b>	<b>2025 (\$)</b>	<b>2026 (\$)</b>
<b>Base Budget</b>			
Funding	-	-	-
Efficiency	-	-	-
Committed	16,142	9,808	9,786
Recommended	176,972	(5,506)	(9,027)
Reversal	-	-	-
<b>Total Base Budget Changes</b>	<b>193,114</b>	<b>4,302</b>	<b>759</b>
<b>Operating Impacts of Capital &amp; Growth</b>			
Committed	-	-	-
Recommended	-	-	-
<b>Total Operating Impacts of Capital &amp; Growth Budget Changes</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Service Level Changes</b>			
Committed	-	-	3,000
Increase	-	-	-
<b>Total Service Level Budget Changes</b>	<b>-</b>	<b>-</b>	<b>3,000</b>
<b>Infrastructure Investment</b>			
Recommended	-	-	-
<b>Total Infrastructure Budget Changes</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET CHANGES</b>	<b>193,114</b>	<b>4,302</b>	<b>3,759</b>
<b>Net Operating Transfer to/(from) Reserve</b>	<b>(193,114)</b>	<b>(4,302)</b>	<b>(3,759)</b>
<b>TOTAL TAX BASE BUDGET IMPACT</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Comprehensive Business Licensing Reserve Projected Balance</b>	<b>\$251,000</b>	<b>\$141,000</b>	<b>\$25,000</b>

*Note: Figures subject to rounding*

**PARKING BUDGET**  
**2024-2026 Budget - Summary**

<b>Tax Base</b>	<b>2024 (\$)</b>	<b>2025 (\$)</b>	<b>2026 (\$)</b>
<b>Base Budget</b>			
Funding	(68,553)	(102,190)	(94,609)
Efficiency	(53,386)	-	-
Committed	10,334	7,178	7,179
Recommended	71,036	22,601	18,134
Reversal	-	-	-
<b>Total Base Budget Changes</b>	<b>(40,569)</b>	<b>(72,411)</b>	<b>(69,296)</b>
<b>Operating Impacts of Capital &amp; Growth</b>			
Committed	-	-	-
Recommended	-	-	-
<b>Total Operating Impacts of Capital &amp; Growth Budget Changes</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Service Level Changes</b>			
Committed	-	-	1,000
Increase	-	-	-
<b>Total Service Level Budget Changes</b>	<b>-</b>	<b>-</b>	<b>1,000</b>
<b>Infrastructure Investment</b>			
Recommended	-	1,000	-
<b>Total Infrastructure Budget Changes</b>	<b>-</b>	<b>1,000</b>	<b>-</b>
<b>TOTAL BUDGET CHANGES</b>	<b>(40,569)</b>	<b>(71,411)</b>	<b>(68,296)</b>
<b>Net Operating Transfer to/(from) Reserve</b>	<b>40,569</b>	<b>71,411</b>	<b>68,296</b>
<b>TOTAL TAX BASE BUDGET IMPACT</b>	<b>-</b>	<b>-</b>	<b>-</b>
 Parking Reserve Fund (City-Programs) Projected Balance	 <b>\$0.9M</b>	 <b>\$0.8M</b>	 <b>\$0.8M</b>

*Note: Figures subject to rounding*

## RENTAL HOUSING BUDGET

### 2024-2026 Budget - Summary

Tax Base	2024 (\$)	2025 (\$)	2026 (\$)
<b>Base Budget</b>			
Funding	(174,078)	(65,806)	(78,128)
Efficiency	-	-	-
Committed	34,354	26,911	26,857
Recommended	14,000	6,000	-
Reversal	-	-	-
<b>Total Base Budget Changes</b>	<b>(125,724)</b>	<b>(32,895)</b>	<b>(51,271)</b>
<b>Operating Impacts of Capital &amp; Growth</b>			
Committed	-	-	-
Recommended	-	-	-
<b>Total Operating Impacts of Capital &amp; Growth Budget Changes</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Service Level Changes</b>			
Committed	-	-	2,000
Increase	-	-	-
<b>Total Service Level Budget Changes</b>	<b>-</b>	<b>-</b>	<b>2,000</b>
<b>Infrastructure Investment</b>			
Recommended	-	-	-
<b>Total Infrastructure Budget Changes</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET CHANGES</b>	<b>(125,724)</b>	<b>(32,895)</b>	<b>(49,271)</b>
<b>Net Operating Transfer to/(from) Reserve</b>	<b>125,724</b>	<b>32,895</b>	<b>49,271</b>
<b>TOTAL TAX BASE BUDGET IMPACT</b>	<b>-</b>	<b>-</b>	<b>-</b>

Residential Rental Housing Reserve Projected Balance	<b>\$(31,000)</b>	<b>\$(122,000)</b>	<b>\$(192,000)</b>
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As per report COM2019-024, Residential Rental Housing Reserve approved to allow negative balance for up to 5 Years

Note: Figures subject to rounding

**ENTERPRISE BUDGET**  
**2024-2026 Budget Details - SCHEDULE 6**

Category	Sub-Category	Dept	Division	Ref #	Budget Request Title	Net Annual Impact 2024 (\$)	FTE Impact (2024)	Net Annual Impact 2025 (\$)	FTE Impact (2025)	Net Annual Impact 2026 (\$)	FTE Impact (2026)
Base	Funding	CAO	Economic Development	B33	Parking Enterprise Permit Revenue Increase (CAO2023-021)	(68,553)	-	(88,178)	-	(94,609)	-
				B34	Parking Enterprise Hourly Revenue Increase (CAO2023-021)	-	-	(14,012)	-	-	-
		COMM	Municipal Enforcement	B35	Rental Housing Program Revenue Increase	(174,078)	-	(65,806)	-	(78,128)	-
	<b>Funding Total</b>					<b>(242,631)</b>	<b>-</b>	<b>(167,996)</b>	<b>-</b>	<b>(172,737)</b>	<b>-</b>
	Efficiency	Corp. Trans.	City-wide	B10	Increased Enterprise Overhead Contribution (Building Standards)	(110,147)	-	-	-	-	-
					Increased Enterprise Overhead Contribution (Parking)	(53,386)	-	-	-	-	-
	<b>Efficiency Total</b>					<b>(163,533)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	Committed	CORP	Information Management and Technology Services	B14	Software Maintenance, Licenses and Subscriptions (Building Standards)	11,000	-	-	-	-	-
					Software Maintenance, Licenses and Subscriptions (Cemetery)	6,000	-	-	-	-	-
					Software Maintenance, Licenses and Subscriptions (Comp. Business Licenses)	7,000	-	-	-	-	-
					Software Maintenance, Licenses and Subscriptions (Parking)	4,000	-	-	-	-	-
					Software Maintenance, Licenses and Subscriptions (Rental Housing)	7,000	-	-	-	-	-
		Corp. Trans.	City-wide	B15	In Camera (Building Standards)	72,375	-	81,106	-	88,612	-
					In Camera (Cemetery)	50,224	-	48,405	-	49,500	-
					In Camera (Comp. Business Licensing)	9,142	-	9,808	-	9,786	-
					In Camera (Parking)	6,334	-	7,178	-	7,179	-
					In Camera (Rental Housing)	27,354	-	26,911	-	26,857	-
	<b>Committed Total</b>					<b>200,429</b>	<b>-</b>	<b>173,408</b>	<b>-</b>	<b>181,934</b>	<b>-</b>
	Recommended	CAO	Economic Development	B45	Parking Enterprise Inflationary Increase	17,036	-	17,601	-	18,134	-
				B46	Parking Enterprise Snow Removal Contract Increase	52,000	-	-	-	-	-
		COMM	Municipal Enforcement	B47	Comprehensive Business Licencing Program Expense and Revenue Adjustment	170,972		(7,506)		(9,027)	
			Parks, Forestry and Cemetery	B48	Cemetery Operator	93,193	1.0	-	-	-	-
				B49	Cemetery Inflationary Increases	65,000	-	-	-	-	-
		CORP	Legislative Services	B29	Privacy Analyst (Building Standards)	3,000	-	-	-	-	-
					Privacy Analyst (Cemetery)	1,000	-	-	-	-	-
					Privacy Analyst (Comp. Business Licensing)	6,000	-	-	-	-	-
					Privacy Analyst (Parking)	2,000	-	-	-	-	-
					Privacy Analyst (Rental Housing)	14,000	-	-	-	-	-
				B30	Government Relations Assistant (Building Standards)	-	-	6,000	-	-	-
					Government Relations Assistant (Cemetery)	-	-	1,000	-	-	-
					Government Relations Assistant (Comp. Business Licensing)	-	-	2,000	-	-	-
					Government Relations Assistant (Parking)	-	-	5,000	-	-	-
					Government Relations Assistant (Rental Housing)	-	-	6,000	-	-	-
	<b>Recommended Total</b>					<b>424,201</b>	<b>1.0</b>	<b>30,095</b>	<b>-</b>	<b>9,107</b>	<b>-</b>
<b>Base Total</b>						<b>218,466</b>	<b>1.0</b>	<b>35,507</b>	<b>-</b>	<b>18,304</b>	<b>-</b>

**ENTERPRISE BUDGET**  
**2024-2026 Budget Details - SCHEDULE 6**

Category	Sub-Category	Dept	Division	Ref #	Budget Request Title	Net Annual Impact 2024 (\$)	FTE Impact (2024)	Net Annual Impact 2025 (\$)	FTE Impact (2025)	Net Annual Impact 2026 (\$)	FTE Impact (2026)
Op Impacts of Capital and Growth	Recommended	COMM	Parks, Forestry and Cemetery	G9	Operating Impacts of Capital - Cemetery Services	6,000	-	6,000	-	2,000	-
	Recommended Total					6,000	-	6,000	-	2,000	-
<b>Op Impacts of Capital and Growth Total</b>						<b>6,000</b>	<b>-</b>	<b>6,000</b>	<b>-</b>	<b>2,000</b>	<b>-</b>
Service Level Change	Committed	CORP	Communications	S6	Digital Services Specialist (CORP2023-034) (Cemetery)	-	-	-	-	1,000	-
					Digital Services Specialist (CORP2023-034) (Parking)	-	-	-	-	1,000	-
			Information Management and Technology Services	S7	Digital Services Web Developer (CORP2023-034) (Building Standards)	-	-	-	-	2,000	-
					Digital Services Web Developer (CORP2023-034) (Cemetery)	-	-	-	-	2,000	-
					Digital Services Web Developer (CORP2023-034) (Comp. Business Licensing)	-	-	-	-	3,000	-
					Digital Services Web Developer (CORP2023-034) (Rental Housing)	-	-	-	-	2,000	-
	Committed Total					-	-	-	-	11,000	-
Service Level Change Total						-	-	-	-	11,000	-
Infrastructure Investment	Recommended	CORP	Finance	I4	GIS Specialist/Analyst (Parking)	-	-	1,000	-	-	-
	Recommended Total					-	-	1,000	-	-	-
<b>Infrastructure Investment Total</b>						<b>-</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>						<b>224,466</b>	<b>1.0</b>	<b>42,507</b>	<b>-</b>	<b>31,304</b>	<b>-</b>



## **SECTION #7**

### **Background Information**

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## INFLUENCING FACTORS FOR MUNICIPALITIES

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The City of Waterloo like many other municipalities across Ontario, must take into account numerous influencing factors when preparing its budget.

### **1) 2023-2026 Strategic Plan**

The City of Waterloo 2023-2026 Strategic Plan was approved by Council on June 26, 2023. The 2023-2026 Strategic Plan, defines Waterloo's focus over the next four years. To help develop the Strategic Plan, we collected feedback from the community through one-on-one interviews, online surveys, workshops and in-person discussions. We connected with community, equity-deserving groups, business and organization leaders, city Council, and city staff. We also reviewed important city plans and strategies, social and economic data, and current challenges such as COVID recovery, housing and homelessness, sustainability and climate change.

The 2024-2026 budget is a three-year budget approval, and is positioned to implement the priorities of the City's 2023-2026 Strategic Plan. The budget leverages the extensive public engagement undertaken as part of the Strategic Plan creation, which is the key influencer of the approved budget.

### **2) Climate Emergency**

In 2019 Council declared a climate emergency recognizing that bold change would be required to address the climate change emergency facing our community and the globe. As part of that declaration, Council adopted a corporate greenhouse gas (GHG) emission reduction target of 80% by 2050. Soon after, a corporate GHG emission target of 50% by 2030 was also established. With these corporate targets set, staff across the City began identifying actions to help the corporation reach its climate change goals. Plans and strategies became instrumental as they provided detailed actions needed to address the climate change emergency. Plans including the Corporate Climate Action Plan (CorCAP), the Energy Conservation Demand Management (ECDM) Plan and the Green Building Policy include actions we can take as an organization to mitigate the effects of climate change.

At the October 16, 2023 Council meeting, staff presented CAO2023-020 Corporate Climate Action Plan Development Update. At the January 29, 2024 Council meeting, staff presented CAO2024-001 Final 2024-2029 Corporate climate Action Plan (CorCAP). These reports presented an overview of the process to develop the City's first climate action plan to help the corporation take actions on reducing its GHG emissions. And in order to harmonize with the Government of Canada's national climate target established in 2021, Council requested that the City amend its corporate GHG emission reduction target from 80% by 2050 to a more powerful net zero by 2050. This was accomplished through Council's approval of CAO2024-002 Net-Zero Report on January 29, 2024.

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Building upon the progress already made in recent years including the creation of the Climate Action Reserve Fund (CARF), the 2024-2026 budget includes various key investments related to climate change as outlined below:

- Increased allocation of 0.74% (annual average over 2024-2026) infrastructure investment funding (I1-I7 offset by M23, M24, M25) to facilities to support the facility transformational projects
  - Strategic allocation of the increased infrastructure investment funding with facilities receiving 100% of the increase for 2024-2026. M23, M24 and M25 removed the IPPW and IMTS portions.
  - This strategic increased allocation for FDMS was recommended by the Budget Committee in support of the Facility Transformational Projects \$10M debenture project that will see FDMS leverage their increased infrastructure allocation to advance critical GHG reduction work via debenture financing
- \$10.25 million Facility Transformational project (capital ref #225) funded by debenture
  - Funds to be used as part of a future grant application
- Climate Change/Sustainability Contributions (B11)
  - ClimateActionWR (\$65,000)
  - Waterloo Region Community Energy (WRCE) (\$16,000)
  - SustainableWR (\$7,000)
  - REEP (\$30,000 deferred to 2025 per M28)
  - Funds for key initiatives, such as advocacy on the climate change front with upper levels of government, implementation efforts, and engagement (\$30,000)
- Redirecting \$100,000 in 2024, \$50,000 in 2025, and an additional \$50,000 in 2026 of the annual Capital Reserve Fund (CRF) funding to increase the ongoing annual funding for the Climate Action Reserve Fund
- Allocating 25% of final reported property tax operating surplus annually, if any, to the Climate Action Reserve Fund as per policy FC-003
- Allocating 25% of actual investment income surplus annually, if any, to the Climate Action Reserve Fund as per policy FC-006
- Redirecting \$500,000 in one-time funding from the RIM Park Investment Reserve surplus to the Climate Action Reserve Fund

The climate action investments and policy changes included in the 2024-2026 budget have the potential to significantly advance the corporation's climate goals and aligns with the Strategic Plan: Environmental sustainability and climate action priority of making transformational changes related to city operations and services while working with the community toward climate change mitigation and adaptation goals.

### **3) Increased Infrastructure Funding**

The City's annual estimated infrastructure funding gap was recently confirmed to be \$54.3 million for all infrastructure asset classes (\$37.56 million for tax-funded assets and \$16.75 million for enterprise-funded assets) as per report CORP2023-040 2023 Asset Management

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Report Cards and Update. As part of the 2020-2022 and 2023 approved budgets, supported by previous LTFPs, Council approved additional funding intended to begin the process of closing the infrastructure gap. This included Council's 2020-2022 budget increase of \$2.1 million by 2022, and an additional \$0.7 million increase in 2023, for a total of almost \$2.8 million additional infrastructure funding annually for asset rehabilitation. The approved 2024-2026 budget will look to continue this investment and advancing of infrastructure rehabilitation through additional dedicated tax increases of ~0.75% in 2024, 0.74% in 2025 and 0.73% in 2026.

### **4) Legislative Impacts for Municipalities**

#### Municipal Act

- Regulates what the City of Waterloo can and cannot do
- Requires a “balanced budget”
- Allows for multi-year budgets (up to five years) to be approved with a singular approval by Council
  - Legislation requires that if a municipality approves a multi-year budget, Council must review and re-affirm or amend the budget for every second or subsequent year either in the year that the budget applies or in the preceding year
  - *As a best practice, the City of Waterloo implements a one-year budget for year one of the Council term (2023)*
  - *As a best practice, the City of Waterloo implements a multi-year budget for years two-four of the Council term (2024-2026)*

#### The Planning Act

- Governs land use
- Creation of Community Improvement Plans
- Section 42 for Cash in Lieu of Parkland
- Section 37 for Community Benefits Charge

#### Other Legislative Influencers

- Assessment Act
  - Building Code Act
  - Clean Drinking Water Act
  - Development Charges Act
  - Drainage Act
  - Employment Standards Act
  - Expropriations Act
  - Land Titles Act
  - Ontario Land Tribunal Act
  - Municipal Conflict of Interest Act
  - Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)
  - Places to Grow Act
-

- Ontario Heritage Act

## 5) Financing

The City of Waterloo's budget is financed through a combination of property taxes, user fees and other financing sources. There are three key components to the City's budget.

### a) Tax Based Operating Budget:

- Ongoing programs and services funded from a combination of property taxes, user fees and reserves. Examples include:

- Fire Rescue and Municipal Enforcement
- Parks, Recreation, Community and Culture
- Transportation and Development Services
- Waterloo Public Library

### b) Enterprise Based Operating Budget:

- Ongoing programs and services funded from enterprise user rates. Includes:

- Building Standards
- Cemetery Services
- City Utilities
  - Water
  - Sanitary Sewer
  - Stormwater
- Comprehensive Business Licensing
- Parking
- Rental Housing

### c) Capital Budget:

- Projects identified to create, enhance or restore the service level provided by assets funded through a variety of sources that include: property tax funded reserves/reserve funds, user rate funded reserves/reserve funds and development charges. Examples include:

- Road Reconstruction (including Underground)
  - Park Rehabilitation / Upgrade
  - Facility Refurbishment
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## HOW MUNICIPALITIES ARE FUNDED

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The 2024-2026 budget has various funding sources and all City expenditures are paid through these funding sources. Note that the primary funding sources are property taxes and user fees.

### What is Assessment Growth?

New or expanded homes or businesses generate property tax funding for the City of Waterloo. These fund increased demand for existing services as the City grows (e.g. winter snow removal, maintenance of parks and roads, fire rescue services).



$$\text{Tax Levy Increase} = \text{Property Tax Increase} + \text{Assessment Growth}$$

[Please watch this video, Explaining Assessment Growth for more information.](#)

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## 2024-2026 STAFFING SUMMARY

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The City of Waterloo is a service provider and labour constitutes the single largest expense. These services include but are not limited to: fire rescue and municipal enforcement, parks and trails service, roads and transportation including winter maintenance, recreation facilities and programming, city facility maintenance, and capital project management. In addition, the City also provides essential business support functions to the operational divisions; services include but are not limited to human resources, finance, fleet maintenance and information technology. As the population within the City's boundaries continues to grow, new assets are built, and as new services are added by Council in accordance with the Strategic Plan, there is a need for additional staffing resources.

### Current Staffing Levels

The 2023 approved budget included 792.2 Full Time Equivalent employees. FTE stands for Full Time Equivalent and is a calculation of the number of hours a position works compared to the standard hours for the position (35/40 hours per week).

Full Time Equivalent employees include:

- permanent full time employees
- permanent part time employees
- co-op students
- seasonal employees
- outside maintenance students
- crossing guards
- instructors/lifeguards
- all other staff that are paid hourly that are not part of the Staff Association

The 2023 approved budgeted FTEs can also be broken down between tax base funded FTEs and enterprise funded FTEs. This is shown below in Table #1.

Table #1 FTE by Dept and Tax Base vs. Enterprise Funding:

Dept	2023 Approved Budget FTEs - Tax Base	2023 Approved Budget FTEs - Enterprise	2023 Approved Budget FTEs - TOTAL
Office of the CAO	20.8	1.9	22.7
Community Services	429.5	27.0	456.5
Corporate Services	122.5	-	122.5
Integrated Planning and Public Works	108.8	81.7	190.5
<b>TOTAL</b>	<b>681.6</b>	<b>110.6</b>	<b>792.2</b>

## **2024-2026 Approved Budget - Tax Base FTEs**

As part of the 2024-2026 budget, new tax base FTEs were approved to support new and existing services and have been categorized under each budget category.

Base Budget - requests include adjustments to maintain current service levels, regular fee increases and efficiencies. A Base Budget FTE example approved in the 2024-2026 budget is:

- Government Relations Assistant - this role will support the office of the Mayor and Council by providing political advice, communication, and legislative support to the Corporation. This position will track and monitor legislative changes and support Council in government relations initiatives, including developing strong relationships with area municipalities as well as provincial and federal counterparts (\$70,000) – B30

Op Impacts of Cap and Growth – requests related to the operating cost of capital projects. The impacts of capital are generated as a result of previously approved capital projects or capital projects included within the 2024-2026 capital budget that will have an impact to the operating budget. It also includes growth related operating costs. An Op Impacts of Capital and Growth FTE example approved in the 2024-2026 budget is:

- Parks Seasonals - operational funding including two CUPE seasonal staff is required to support the addition of new park infrastructure. Preventative and routine maintenance in addition to routine inspections of park infrastructure are all part of the legislative and due diligence requirements of offering expanded public spaces (\$100,000) – G5.

Service Level Changes – requests include increases or decreases to existing service levels. A Service Level Changes FTE example approved in the 2024-2026 budget is:

- Fire Master Plan Staff Expansion - first three years of a four-year plan to increase Fire Rescue staffing as committed via report COM2023-016 and COM2023-024. The intent is to provide adequate coverage to the city's west side as well as an expansion to Waterloo Fire Rescue's (WFR) vital support divisions. With this staffing increase, WFR will be able to continue to meet the expected high standard of service, and provincial safety standards as our city continues to grow (\$4.0M) – S2.

Infrastructure Investment – requests include infrastructure investment increases as recommended by the Long Term Financial Plan to address the City's infrastructure funding gap. An Infrastructure Investment FTE example approved in the 2024-2026 budget is:

- Senior Project Engineer (Mechanical) – position is a critical role that oversees the planning, design, repair, and replacement of large-scale mechanical assets/systems at City facilities. The primary duty of this position is to ensure the safe and reliable operation of mechanical systems at City facilities, as well as to ensure the timely, efficient, and effective completion of capital work for building mechanical systems. This position also
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works closely with the City's Energy Program Manager, to complete energy/greenhouse gas reduction projects at City facilities, in pursuit of Council's corporate greenhouse gas reduction target (\$150,000) – I2

In the 2024-2026 approved budget, there is an average of 19.0 Tax Base FTEs per year as summarized in Table #2 below which outlines the breakdown by budget category and Table #3 which outlines the breakdown by labour group.

Table #2 – 2024-2026 Budget – Tax Base FTEs by Budget Category:

Budget Category	2024 FTEs	2025 FTEs	2026 FTEs	Total FTEs
Base Budget	4.3	1.0	1.0	6.3
Operating Impact of Capital and Growth	2.7	0.9	0.6	4.2
Service Level Changes	13.1	14.0	14.3	41.5
Infrastructure Investment	3.0	2.0	-	5.0
<b>TOTAL</b>	<b>23.1</b>	<b>17.9</b>	<b>15.9</b>	<b>57.0</b>
<b>2024-2026 Average FTE</b>				<b>19.0</b>

Table #3 – 2024-2026 Budget Tax Base FTEs by Labour Group:

Labour Group	2023 Approved FTEs	2024 FTEs	2025 FTEs	2026 FTEs	Total FTEs
Staff Association	256.3	9.2	6.0	5.0	276.5
CUPE	102.7	5.6	1.7	0.6	110.6
Fire	118.0	5.0	8.0	8.0	139.0
Management	67.3	3.0	-	-	70.3
Casual	131.6	0.3	2.2	2.3	136.5
Elected	5.8	-	-	-	5.8
<b>TOTAL</b>	<b>681.7</b>	<b>23.1</b>	<b>17.9</b>	<b>15.9</b>	<b>738.6</b>

## Inflationary Changes

In order to help maintain existing service levels and ensure the City is able to keep pace with a growing community, increases in staffing levels compared to the 2023 FTE totals are required. In terms of inflation, the 2024-2026 budget is guided by various inflationary measures.

Table #4 - Inflationary Measures:

Consumer Price Indices	CPI	CPI-ONT	CPIX
Sept 2023 - (Spot Rate)	3.80%	3.63%	2.80%
12-Month Rolling Average	4.76%	4.54%	4.28%

For the 2024-2026 budget, the inflationary increase is appropriately 4.3% (using CPIX as per policy). Applying an inflationary increase of 4.3% to the tax base FTEs would result in approximately 30 additional FTEs per year. The approved budget includes on average 18.6 tax base FTEs for 2024-2026 which represents an increase of 2.7%, which is below the above noted inflationary measure. This average staffing increase also includes the service level increased staffing associated with fire master plan staffing expansion, winter control sidewalk enhancements and planning/legal staffing resources in response to provincial legislation changes.

### 2024-2026 Budget Enterprise FTEs

As part of the 2024-2026 enterprise budgets, new FTEs are required to support new and existing services. The 2024-2026 approved budget includes 6.0 enterprise FTEs as summarized in Table #5 below.

Table #5 – 2024-2026 Enterprise FTEs:

Enterprise	2024 FTEs	2025 FTEs	2026 FTEs	Total FTEs
City Utilities	2.0	2.0	1.0	5.0
Cemetery Services	1.0	-	-	1.0
<b>TOTAL</b>	<b>3.0</b>	<b>2.0</b>	<b>1.0</b>	<b>6.0</b>

Table #6 – 2024-2026 Enterprise FTEs by Budget Category:

Budget Category	2024 FTEs	2025 FTEs	2026 FTEs	Total FTEs
Base Budget	1.0	-	-	1.0
Operating Impact of Capital and Growth	2.0	1.0	1.0	4.0
Service Level Changes	-	1.0	-	1.0
Infrastructure Investment	-	-	-	-
<b>TOTAL</b>	<b>3.0</b>	<b>2.0</b>	<b>1.0</b>	<b>6.0</b>

For the 2024-2026 budget, the inflationary increase is appropriately 4.3% (using CPIX as per policy). Applying an inflationary increase of 4.3% to the enterprise FTEs would result in approximately 5 additional FTEs per year. The approved budget includes on average 2.0 enterprise FTEs for 2024-2026 which represents an increase of 1.8%, which is below the above noted inflationary measure.

## FINANCIAL CONTROL BUDGET POLICIES

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The Council for the City of Waterloo is committed to demonstrating financial leadership and sustainability in accordance with the 2023-2026 Strategic Plan, Guiding Principle – Operational Excellence.

- We provide fiscally responsible, exceptional service that meets the needs of residents, partners and equity-deserving groups, employees and volunteers of the city.

The 2024-2026 budget has been guided by various Financial Control – Budget related policies. They are:

- FC-002 Financial requests outside of budget
- FC-003 Surplus Allocation Policy
  - Policy updated as per Council approval on December 11, 2023 (CORP2023-043)
- FC-006 Reserves and Reserve Fund Policy
  - Policy updated as per Council approval on December 11, 2023 (CORP2023-043)
- FC-009 Debt Management Policy
  - Policy updated as per Council approval on June 19, 2023 (CORP2023-018)
- FC-010 Definition of Capital Policy
- FC-011 Multiple Year Budget Approval
- FC-012 Capital Budget
  - Policy updated as per Council approval on June 19, 2023 (CORP2023-038)
- FC-013 Use of Budgeted Assessment Growth Revenue Update
- FC-014 New Revenue Policy
- FC-018 Capital Overhead
- FC-019 Core Consumer Price Index (CPIX)