Regional Municipality of Waterloo
Committee of the Whole (2022 Plan and Budget Development)
Minutes

Wednesday, December 8, 2021
3:00 p.m.
This meeting was held electronically


Members Absent:  G. Lorentz

Roll Call
The Deputy Regional Clerk conducted the Roll Call.

Land Acknowledgement
H. Jowett provided a land acknowledgement.

Declarations of Pecuniary Interest under the “Municipal Conflict of Interest Act”
None declared.

Opening Remarks
H. Jowett provided brief opening remarks regarding the 2022 Budget process and that Council has made tough decisions regarding essential services for our community, now and into the future.

Bruce Lauckner, Chief Administrative Officer, provided opening remarks, introducing the 2022 Budget as a reflection of our mandate and our vision of building more equitable futures for all of Waterloo Region.
Presentation

Craig Dyer, Commissioner, Corporate Services/Chief Financial Officer, provided a presentation regarding the 2022 Plan and Budget: 2022 Tax Supported Operating and 2022-2031 Capital Program Review; a copy is attached to the original minutes.

The following individuals participated in the presentation: Connie MacDonald, Chief Communications and Strategy Officer; Phil Bauer, Director, Design and Construction; and Peter Zinck, Director, Transit Services.

The presentation highlighted the Region’s strategic focus areas toward building more equitable futures for all residents of Waterloo Region. The 2022 Budget aims to maintain affordability, invest in foundational service excellence and accelerate investment in the following growing community needs:

- Housing and Homelessness
- Public Transit
- Paramedic Services
- Climate Action
- Equity, Diversity and Inclusion
- Region of Waterloo Airport
- Automation and Artificial Intelligence

TES-DCS-21-30, River Road Extension Timing and Budget

C. Dyer provided an overview of the report noting that the estimated completion of the road is now in 2028. He explained that the project is sequenced into a series of contracts and noted that a variety of factors, including sanitary servicing for potential Hidden Valley developments, have impacted the project timeline.

Responding to questions, C. Dyer explained the process used for financing projects in the capital program and that the changes to the timeline for the River Road extension are based on the best estimates as to when the work will occur.

The report was received for information.

COR-CFN-21-49, 2022-2031 Capital Plan - Housekeeping Amendments

Moved by E. Clarke

Seconded by L. Armstrong

That the preliminary 2022-2031 Tax Supported Capital Plan, as originally tabled at Budget Committee on November 1, 2021, be amended as set out in report COR-CFN-21-49 dated December 8, 2021.
Carried

**COR-CFN-21-50, Assessment Growth**

C. Dyer responded to questions regarding the assessment growth being factored into the property tax increase and explained that the assessment growth is 1.57%.

The report was received for information.

**CAO-21-09, Equity and Reconciliation Investment and Initiative Update**

C. Dyer explained that in 2021, $5 million was budgeted into the Equity Fund and $3.1 million is estimated to have been spent by year end. He noted that the proposed budget included adding the unspent $1.9 million to the $10 million investment for 2022. He stated that a summary of upstream investments will be brought to final budget day on December 15, 2021.

The report was received for information.

**PDL-CUL-21-06, Discretionary Grants to Organizations (Deferred from Budget Committee on November 24, 2021)**

Chair K. Redman proposed an amendment to the staff recommendation to continue the budget allocations for discretionary grants at 2021 levels for 2022 and that they not be precluded from the application process for 2023.

S. Strickland offered a friendly amendment requesting that a committee made up of members of Council and staff be formed to develop the new discretionary grant policy and procedures to be implemented in 2023.

Moved by K. Redman

Seconded by J. Erb

That the Regional Municipality of Waterloo take the following actions with respect to discretionary grant funding to organizations as outlined in report PDL-CUL-21-06 dated November 24, 2021, as amended:

a) Create a committee comprised of members of Council and staff to develop a grant policy and program that will:
   - Guide the administration of grants through all stages of the grant administration life cycle;
   - Establish a clear definition of a grant that will enable consistent and effective grant administration practices; and
• Incorporate an open call for eligible application, updated decision making criteria and processes and revised accountability measures that align with the grant policy.

b) Continue the budget allocations for discretionary grants at 2021 levels for 2022 and further that they not be precluded from the application process for 2023

Carried, as amended

C. Dyer advised that adding the $114,000 in discretionary grants to organizations back into the 2022 budget would not have an impact on the budget as presented.

T. Galloway withdrew his request for a one-time grant of $20,000 for the tenants of Globe Studios that was deferred from the Committee of the Whole (2022 Plan and Budget Development) meeting on December 7, 2021.

COR-CFN-21-51, 2022 Housing Services Operating Budget Amendment

Moved by J. Erb

Seconded by T. Galloway

That the preliminary 2022 Housing Services operating budget be increased by $4.0 million with funding from federal and provincial grants ($0 net tax levy impact) to reflect continued 24-hour care in the Region’s emergency shelter system after March 31, 2022 as set out in report COR-CFN-21-51 dated December 8, 2021.

Carried

General Budget Questions

Public Transit

Responding to questions, C. Dyer provided an overview of the status of public transit funding in the budget, noted that it includes 54,200 additional service hours with the restoration of services to Colleges and Universities and four months of additional service into Cambridge. He stated that projected ridership for 2022 is 73%; revenue for 2022 is 80% of 2019 pre-pandemic revenue; and additional staff members are being added due to the service restoration, service expansion into Cambridge in Fall 2022, and the new facility on Northfield Drive.

S. Strickland requested that staff provide information on Final Budget Day on December 15, 2021 depicting both 85% and 90% of serviceable hours for Transit.

T. Galloway requested more information from staff regarding opportunities to look at additional revenue opportunities from outstanding fines, POA, automatic speed enforcement fines and airport revenues to decrease the tax levy increase. He also
requested the projected transfer to the Capital Reserve Fund being recommended for 2022.

Chair K. Redman closed the meeting with observations that budgets are about people. People who rely on public transit service really rely on that service. She noted that some other municipalities cancelled their public transit and the Region of Waterloo did not.

**Next Meetings:**

- Wednesday, December 8, 2021, 6:00 p.m. – Public Input Meeting #3
- Wednesday, December 15, 2021, 3:30 p.m. – Final Budget Day

**Adjourn**

Moved by K. McGarry

Seconded by S. Foxton

That the meeting adjourn at 5:02 p.m.

Carried

**Committee Chair**, H. Jowett

**Committee Clerk**, C. Gillis
2022 Plan and Budget Principles

- **Build on 2021 approach**
- **Strategic plan guides everything we do**
- **Invest in critical elements of organizational success**
  - Employee wellbeing (not burning staff out)
  - Innovation (AI, technology to support innovative service delivery)
  - Organizational development to support staff through change
- **Consolidate support services** across the organization to focus more funding on priority services
- **Avoid service reductions**, but adjust service as needed to meet changes in usage and demand
- **Be mindful of how our tax rates, and user rates/fees/charges impacts residents and businesses**
- **Invest in solutions that lead to greater efficiencies** to free up staff time for service delivery and responsiveness to the public
- **Continue to build up funding for capital infrastructure – long term financial sustainability**
  - Avoid approaches that will make 2023 and 2024 budgets more difficult
- **Collective accountability** – CLT and SLT together
  - Use an integrated, inter-divisional lens
2022 Plan and Budget: *Building More Equitable Futures*

- Accelerating Affordable Housing to address the housing & homelessness crisis
- Investing in improving the Social and Economic Health and Wellbeing of Black, Indigenous, and Racialized Communities
- Building capacity for Climate Action – including expanding active transportation
- Expanding access to emergency medical services
- More opportunities for residents - business supports/economic growth
- Delivering on the Region's commitment to Reconciliation
- Better service for all through modernizing public services to improve the resident experience
- Maintaining service levels for critical regional services
Status of Preliminary 2022 Tax Supported Operating Budget

<table>
<thead>
<tr>
<th>($ millions)</th>
<th>2021</th>
<th>2022 *</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Expenditure</td>
<td>$868.9</td>
<td>$884.0</td>
<td>$15.1</td>
<td>1.7%</td>
</tr>
<tr>
<td>Grants, subsidies and non-tax revenue</td>
<td>$473.5</td>
<td>$464.5</td>
<td>($9.0)</td>
<td>(1.9%)</td>
</tr>
<tr>
<td>Property Tax Levy</td>
<td>$395.4</td>
<td>$419.5</td>
<td>$24.1</td>
<td>6.1%</td>
</tr>
</tbody>
</table>

(Excludes Waterloo Regional Police Services)

* Amended per CSD-CSC-21-02 to provide up to $250,000 in annual funding to Wellbeing Waterloo Region for a period of two years for implementation of the CARE model throughout the Region, funded from the Tax Stabilization Reserve

Status of Preliminary 2022 Tax Supported Operating Budget

Direct Regional Services + Affordable Housing Levy = Total Direct Regional 2022 Impact

- **Direct Regional Services**
  - Tax Rate Impact = 2.0%
  - Impact per avg household = $42

- **Affordable Housing Levy**
  - Tax Rate Impact = 1.0%
  - Impact per avg household = $21

- **Total Direct Regional 2022 Impact**
  - Tax Rate Impact = 3.0%
  - Impact per avg household = $63

CVA (January 1, 2016 value) for an average household is $354,000
Status of Preliminary 2022 Tax Supported Operating Budget

Direct Regional Services
- Tax Rate Impact = 3.0%
- Impact per avg household = $63

Draft Waterloo Regional Police Service Nov 29th (Under Review)
- Tax Rate Impact = 1.6%
- Impact per avg household = $34

Total 2022 Impact
- Rate Tax Impact = 4.6%
- Impact per avg household = $97

CVA (January 1, 2016 value) for an average household is $354,000

Investments to achieve a World Class Community

Housing & Homelessness
2022 budget in excess of $152M
- Adding 2,500 units over 2021-2025
- 2022 operating expenditure increased by $12.8M for additional rent supplement, WRH maintenance, non-profit/co-op subsidies, emergency shelter, and housing stability programs
- Waterloo Region Housing master plan investment = $336M in ten year capital program

Public Transit
2022 operating budget = $191M
- Opening of the GRT bus storage and maintenance facility on Northfield Dr.
- Adding 54,200 service hours for restoration of service to Colleges and Universities in Fall 2021 and for additional service into Cambridge at an incremental cost of $4.3M
- Total of 881,000 service hours for 2022 which is 96% of service hours implemented in 2020
- Revenue budgeted at 80% of 2019 levels

Paramedic Services
2022 operating budget = $49M
- Adding two 12 hour shifts and 11.3 FTEs
- Adding 12.5 temporary FTEs for community paramedicine
Investments to achieve a World Class Community

**Climate Action**
- $1.7 million in capital and $853,000 in operating funding
  - Undertake transformational change and integrate action on climate into our services
  - Addition of 7 FTEs to provide strategic organizational capacity

**Investing in Equity, Diversity and Inclusion**
- $10M investment in 2022 builds on $5M 2021 investment
  - Initiatives targeting improved outcomes for reconciliation, mental health & health equity, child care, housing & homelessness, arts, culture and connection, systemic change in government

**Airport**
- 2022 operating budget = $14.1M; property tax levy = $1.8M
  - 2022 Cost per household is approximately $6
  - Passenger volumes estimated at 782,000 for 2022
  - Terminal expansion investment = $40M to be completed in early 2022

**Automation and Artificial Intelligence**
- $2M investment in 2022 builds on $1M in 2021 investment
  - Addition of 8 FTEs to accelerate automation and improve network security
  - Projects include improvements in data quality management to support automation, contact centre chatbot including intelligent voice automation, internal chatbot, automated workflows, and resource scheduling and work orders

**Efficiencies and Reductions**

<table>
<thead>
<tr>
<th>Efficiencies and cost savings without impacting service levels:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy saving retrofits</td>
</tr>
<tr>
<td>-------------------------</td>
</tr>
</tbody>
</table>

**Operating Budget Reductions ($millions)**

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tax supported</td>
<td>$2.6</td>
<td>$1.7</td>
<td>$1.1</td>
<td>$1.6</td>
<td>$11.2</td>
<td>$18.2</td>
</tr>
<tr>
<td>User rates</td>
<td>0.8</td>
<td>0.4</td>
<td>1.1</td>
<td>1.7</td>
<td>2.1</td>
<td>6.1</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$3.4</strong></td>
<td><strong>$2.1</strong></td>
<td><strong>$2.2</strong></td>
<td><strong>$3.3</strong></td>
<td><strong>$13.3</strong></td>
<td><strong>$24.3</strong></td>
</tr>
</tbody>
</table>

* Additionally, a number of outcomes relating to the KPMG Service Review were implemented in 2020/21 that achieved savings in the 2021 budget of approximately $2.1 million.
**2022 Plan & Budget: Efficiencies & Savings**

**Efficiencies and cost savings:**

<table>
<thead>
<tr>
<th>category</th>
<th>savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meetings, Mileage, Conferences, Training</td>
<td>$0.2M</td>
</tr>
<tr>
<td>Consulting Fees and Purchased Goods &amp; Services</td>
<td>$1.6M</td>
</tr>
<tr>
<td>Reviewing &amp; Adjusting Staffing Levels &amp; Overtime</td>
<td>$1.9M</td>
</tr>
<tr>
<td>Requirements</td>
<td></td>
</tr>
<tr>
<td>Utilities &amp; Energy Saving Retrofits</td>
<td>$0.6M</td>
</tr>
<tr>
<td>New User Fees &amp; Revenue Streams</td>
<td>$0.3M</td>
</tr>
<tr>
<td>Other Efficiencies &amp; Savings</td>
<td>$2.0M</td>
</tr>
</tbody>
</table>

**Service level adjustments:**

<table>
<thead>
<tr>
<th>description</th>
<th>savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>KPMG Service Review</td>
<td>$1.3M</td>
</tr>
<tr>
<td>Multi Residential Waste Management Rebate</td>
<td>$1.9M</td>
</tr>
</tbody>
</table>

**Budget updates**
### 2022 Plan and Budget: Transportation Expansion Capital Program

**Significant Projects in the First 5 Years of Program ($000's)**

<table>
<thead>
<tr>
<th>Project Description</th>
<th>2022-2031 Capital</th>
<th>Lane Kms</th>
<th>Estimated Operating/Lifecycle</th>
</tr>
</thead>
<tbody>
<tr>
<td>River Road Extension, King St. to Manitou Dr.</td>
<td>$55,773</td>
<td>16.68</td>
<td>593</td>
</tr>
<tr>
<td>Maple Grove Rd, Hespeler Rd to East of Fountain St</td>
<td>44,210</td>
<td>7.80</td>
<td>277</td>
</tr>
<tr>
<td>Fischer-Hallman Road / Bearinger Rd., Columbia St W. to Westmount</td>
<td>22,700</td>
<td>4.26</td>
<td>151</td>
</tr>
<tr>
<td>Fischer-Hallman Rd, Plains Rd to 500M S of Bleams Rd</td>
<td>16,170</td>
<td>5.28</td>
<td>188</td>
</tr>
<tr>
<td>Bleams Rd, Strasburg Rd to Fischer-Hallman Rd</td>
<td>16,170</td>
<td>3.68</td>
<td>131</td>
</tr>
<tr>
<td>South Boundary Rd, Franklin Blvd to Dundas St</td>
<td>16,665</td>
<td>10.24</td>
<td>364</td>
</tr>
<tr>
<td>Trussler Road, Bleams Rd. to Yellow Birch Dr.</td>
<td>24,610</td>
<td>8.40</td>
<td>298</td>
</tr>
<tr>
<td>Franklin Blvd, 200M N of Avenue Rd to 325M S of Bishop St</td>
<td>11,310</td>
<td>.96</td>
<td>34</td>
</tr>
<tr>
<td>Fountain Street N., Maple Grove Rd. to Kossuth Rd.</td>
<td>11,360</td>
<td>4.54</td>
<td>161</td>
</tr>
<tr>
<td>Highland Rd W, Highland Hills Mall Entrance to Ira Needles Blvd</td>
<td>6,475</td>
<td>4.44</td>
<td>158</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$225,443</strong></td>
<td><strong>66.28</strong></td>
<td><strong>$2,355</strong></td>
</tr>
</tbody>
</table>

**Capital Funding & Financing:** DC Debentures (20 Year $109.2M); DC Reserve ($116.3M)

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### River Road Extension

- Expenditure profile amended in the draft 2022-2031 Capital Program to reflect the updated timing of planned construction with respect to:
  - Coordinating utility relocations with Kitchener-Wilmot Hydro and Kitchener Utilities
  - Negotiating an agreement with Hydro One and time for them to relocate their towers
  - Obtaining necessary approvals for the new interchange with the Ministry of Transportation
  - Impact of COVID supply issues, land acquisitions, and permit approvals

- Shifts expected completion date from 2027 to 2028
2022 Plan and Budget: River Road Extension

<table>
<thead>
<tr>
<th>River Road ($M)</th>
<th>2021-2030 Plan</th>
<th>Draft 2022-2031 Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>$26.6</td>
<td>$10.9*</td>
</tr>
<tr>
<td>2022</td>
<td>1.9</td>
<td>1.4</td>
</tr>
<tr>
<td>2023</td>
<td>1.0</td>
<td>15.6</td>
</tr>
<tr>
<td>2024</td>
<td>10.0</td>
<td>8.0</td>
</tr>
<tr>
<td>2025</td>
<td>12.0</td>
<td>12.0</td>
</tr>
<tr>
<td>2026</td>
<td>8.0</td>
<td>7.5</td>
</tr>
<tr>
<td>2027</td>
<td>5.0</td>
<td>4.9</td>
</tr>
<tr>
<td>2028</td>
<td></td>
<td>6.4</td>
</tr>
<tr>
<td>Total</td>
<td>$64.5</td>
<td>$66.7</td>
</tr>
</tbody>
</table>

* Reflects estimated 2021 actuals

River Road Extension – Construction Timing

<table>
<thead>
<tr>
<th>Map</th>
<th>Limits</th>
<th>2021 Capital Budget</th>
<th>2022 Capital Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yellow</td>
<td>Bleams Rd./Manitou Dr. and Wilson Ave (Bridge work only)</td>
<td>2021-2022</td>
<td>Expected completion in 2022</td>
</tr>
<tr>
<td>Red</td>
<td>Wabanaki Dr. between Goodrich Dr. and Hidden Valley Rd</td>
<td>2022-2023</td>
<td>2023-2024</td>
</tr>
<tr>
<td>Green</td>
<td>Bleams Rd./Manitou Dr. and Goodrich Dr./Wabanaki Dr</td>
<td>2022-2023</td>
<td>2024-2025</td>
</tr>
<tr>
<td>Black</td>
<td>King Street and Wabanaki Dr./Hidden Valley Rd</td>
<td>2024-2027</td>
<td>2025-2028</td>
</tr>
</tbody>
</table>
The preliminary 2022-2031 Tax Supported Capital Program was originally tabled at Budget Committee on November 1st.

As outlined in report COR-CFN-21-49, staff are recommending certain housekeeping changes relating to the following program areas:

- Airport – federal funding
- Transportation – cost update
- Transit Services – cost update

Assessment Growth

Report COR-CFN-21-50, included on today's agenda, provides additional information to Council with respect to assessment growth as part of the 2022 budget.
Budget and key policy updates

Equity and Reconciliation Investments

• Commitment to Reconciliation and Equity is central to 2021/22 Plan & Budget
• Significant long-term commitment to meaningful systemic change
• Extensive community calls to action 12-18 months; upstream supports, mental health, child care, housing, funding, access to service and space
• Regional Council responded and took action:
  • Anti-racism town halls and engagement
  • Anti-racism Advisory Working Group
  • Ongoing community engagement including Community Safety and Wellbeing Plan
  • Incremental investments of $5 million in 2021; $10 million in 2022 and future years

• We are at the beginning of this journey of change
• Engaging and working alongside community will be vital
Equity and Reconciliation Investments:
Initiatives and Action

Reconciliation
- Funding for First Nations, Inuit and Metis led organization
- Addressing space needs
- Fischer-Hallman Dig Storytelling Reimagining Regional Timeline
- Food sovereignty

Mental Health & Health Equity
- Alternative crisis mental health response service
- Healthy Babies, Healthy Child First Nations, Inuit and Metis led support model
- Inclusive Peer Public Health Program

Child Care & Early Years
- Caregiver Language and Mentorship Program
- Child Care Subsidy for First Nations, Inuit and Metis, Africa, Caribbean, Black and Racialized Communities
- Capacity building supports for Early Years and Child care

Housing and Homelessness
- Portable Rent Assistance Program
- Affordable Housing
- Emergency Shelter Harm Reduction Integrated Initiative

Arts, Culture and Connection
- Community based Indigenous, African, Black and racialized communities Arts Programming, Museum Curation and Publishing
- First Nations, Inuit and Metis, African, Caribbean, Black and racialized communities history exhibits
- First Nations, Inuit and Metis, African, Caribbean, Black and racialized communities arts funding

Systemic change in government and governance
- Permanent Office for Reconciliation, Equity, Diversity and Inclusion
- Equity focused procurement specialist
- Launch staff census, review all HR policies, transforming recruitment practices

Equity and Reconciliation Investments:
Funding Summary

- Equity Fund: $5 million in 2021 and $10 million in 2022 and thereafter
- By end of year 2021 the Region will have committed $3.1 million, and will carry-over the remainder into 2022
- Programs and initiatives take time to create, significant efforts of equity work in 2021 focused on COVID-19 vaccine roll out utilizing other levels of government funding
- Thus far, $6.7 million of the $10 million has been allocated for 2022, leaving $5.2 million still to be allocated for next year
- Council’s key direction - Flexibility must be built into spending plan for 2022 to adapt and respond to community need
Moving to a more equitable, transparent investment approach

- Community organizations are critical partners as we build a world class community together.
- Provides authentic, creative and vital wellbeing, environmental, economic and upstream services, programs and experiences
- Central to reconciliation, equity, diversity and inclusion.
- Sector has suffered and is rebuilding - according to ONN 2021 survey, more than 50% non-profits experienced reduction.
- How we work alongside and invest in vital local organizations needs to evolve to better meet community need.
- Value those organizations already funded, and must now expand our process to other organizations that also provide vital support.
- This is also an opportunity to grow support to diverse organizations.
- New policy will enable us to focus on community investment priorities, be more transparent and equitable.

2022 Plan and Budget: Discretionary Grants to Organizations

- While a comprehensive program is being developed, the staff recommendation from the previous meeting included:
  - Increased funding of $166K from Municipal Accommodation Tax ($86K) and the Equity fund ($80K)
  - Discontinue legacy organization-specific grants ($114K)
  - Pause Heritage Foundation grant ($106K)
  - Consolidate Community Innovation Grant as part of the equity investment fund to support community-driven initiatives (granting process tbd)
- If Council wished to continue funding legacy organization-specific grants in 2022, while the new program is being developed, $114K could be added back to the 2022 budget funded from the tax levy
Staffing Investments

Modernized Digital Services
Eight full time staff

Climate Action
Seven full time staff

Enhanced Paramedic Services
11.3 full time staff
12.5 temporary positions funded by the Province

Transportation Upgrades
9.1 full time staff

Expanded Transit Services
22.5 full time staff

Advancing Equity
12.8 full time staff

Affordable Housing
Seven full time staff

Airport growth
25 full time staff

Continuity of Staff Complement Changes

<table>
<thead>
<tr>
<th>2020 Approved Budget</th>
<th>2021 Approved Budget</th>
<th>Approved and Proposed Service Expansions:</th>
<th>Support for Investments &amp; Operational Requirement Adjustments:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>2020</td>
<td>2021</td>
</tr>
<tr>
<td>FTEs</td>
<td>FTEs</td>
<td>Total FTEs</td>
<td>FTEs</td>
</tr>
<tr>
<td>2020 Approved Budget</td>
<td>3,065.9</td>
<td>100.9</td>
<td>3,166.8</td>
</tr>
<tr>
<td>2021 Approved Budget</td>
<td>2,900.6</td>
<td>139.9</td>
<td>3,040.5</td>
</tr>
<tr>
<td>Approved and Proposed Service Expansions:</td>
<td>96.8</td>
<td>9.6</td>
<td>106.4</td>
</tr>
<tr>
<td>Airport (Report PDL-AIR-21-04)</td>
<td>25.0</td>
<td>-</td>
<td>25.0</td>
</tr>
<tr>
<td>Transportation - Winter Maintenance (Report TES-TRP-21-05)</td>
<td>15.0</td>
<td>(5.9)</td>
<td>9.1</td>
</tr>
<tr>
<td>Transit Services 2021 Service Restoration (Report TES-TRP-21-09)</td>
<td>26.0</td>
<td>-</td>
<td>26.0</td>
</tr>
<tr>
<td>Transit Services 2022 Service Restoration &amp; Northfield Drive Operations</td>
<td>19.5</td>
<td>3.0</td>
<td>22.5</td>
</tr>
<tr>
<td>Paramedic Services &amp; Community Paramedicine</td>
<td>11.3</td>
<td>12.5</td>
<td>23.8</td>
</tr>
<tr>
<td>Support for Investments &amp; Operational Requirement Adjustments:</td>
<td>19.2</td>
<td>(5.5)</td>
<td>13.7</td>
</tr>
<tr>
<td>Vaccine Distribution &amp; COVID Response</td>
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<tr>
<td>Affordable Housing (WRH &amp; Economic Development)</td>
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<tr>
<td>Technology/AI Investment</td>
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<tr>
<td>Climate Action Plan</td>
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<tr>
<td>Equity Investments</td>
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<td>Business Supports</td>
<td>13.0</td>
<td>2.0</td>
<td>15.0</td>
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<td>Facilities Resources (11 funded from capital)</td>
<td>5.0</td>
<td>1.0</td>
<td>6.0</td>
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<td>Human Resources Restructuring</td>
<td>(11.8)</td>
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<td>(11.8)</td>
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<tr>
<td>Closure of Regionally-Operated Child Care Centres</td>
<td>7.2</td>
<td>(0.4)</td>
<td>6.8</td>
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<td>Other Complement Changes</td>
<td>(28.2)</td>
<td>(0.2)</td>
<td>(28.4)</td>
</tr>
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<td>Resourcing Capacity Reallocated to Priority Investments</td>
<td>(8.7)</td>
<td>(8.7)</td>
<td>-</td>
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<tr>
<td>Temporary Contract Expirations</td>
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<td>2022 Proposed Complement</td>
<td>3,016.6</td>
<td>143.9</td>
<td>3,160.5</td>
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</table>
Status of Preliminary 2022 Tax Supported Operating Budget

Direct Regional Services
- Tax Rate Impact = 3.0%
- Impact per avg household = $63

Waterloo Regional Police Service (Nov 29th)
- Tax Rate Impact = 1.6%
- Impact per avg household = $34

Total 2022 Impact
- Rate Tax Impact = 4.6%
- Impact per avg household = $97

CVA (January 1, 2016 value) for an average household is $354,000

Next Steps

2022 Plan and Budget Timeline
Budget Review Process

December 8
Public Meeting #3

December 15 – Final Budget Day

| Councillor information requests | 2022 Tax Supported Budget Approval | 2022 User Fees & Charges Approval |

Budget Committee and Council on December 15, 2021

- 2022 Plan approval
- 2022 tax supported operating budget approval
- 2022-2031 tax supported capital program approval
- Police and library budget approval
- User fees and charges approval
- Municipal budget regulation