

Appendix-B | Operating Budget:

**Comparative Budget by Division
Budget 2024**

	2023 Annual Budget	2023 Actual	2023 Restatements	2023 Restated Budget	2024 Annual Budget	\$ Change vs. Restated Budget	% Change vs. Restated Total Budget	Commentary Budget 2024 compared to Restated Budget 2023
CHIEF ADMINISTRATOR'S OFFICE								
CAO OFFICE-GENERAL	1,203,421	1,198,990		1,203,421	1,253,313	49,892	4.15%	
CHIEF ADMINISTRATOR'S OFFICE TOTAL	1,203,421	1,198,990	-	1,203,421	1,253,313	49,892	4.15%	
COMMUNITY SERVICES DEPARTMENT								
COMMUNITY SERVICES ADMINISTRATION	838,337	814,391	73,946	912,283	1,036,555	124,272	13.62%	
BY-LAW ENFORCEMENT	2,869,769	2,803,241		2,869,769	3,222,938	353,169	12.31%	Reflects staffing changes.
CORPORATE CUSTOMER SERVICE	1,201,484	1,090,433		1,201,484	1,199,347	(2,137)	-0.18%	
FIRE	39,256,568	39,284,952	(186,782)	39,069,786	40,893,826	1,824,040	4.67%	Costs include additional fire suppression staff.
NEIGHBOURHOOD PROGRAMS & SERVICES	9,370,433	9,421,806	279,734	9,650,167	10,646,656	996,489	10.33%	Funding for grants and compensation to advance strategic priorities.
SPORT DIVISION	1,803,726	2,307,150		1,803,726	2,371,224	567,498	31.46%	
COMMUNITY SERVICES DEPT TOTAL	55,340,317	55,721,973	166,898	55,507,215	59,370,546	3,863,331	6.96%	
FINANCIAL SERVICES DEPARTMENT								
FINANCIAL SERVICES ADMINISTRATION	350,523	412,917	28,137	378,660	492,531	113,871	30.07%	Reflects staffing changes and inflationary increases in compensation costs.
FINANCIAL OPERATIONS	1,597,555	1,547,787	12,617	1,610,172	1,708,431	98,259	6.10%	
FINANCIAL REPORTING & ERP SOLUTIONS	801,155	821,603	20,583	821,738	830,157	8,419	1.02%	
FINANCIAL PLANNING & ASSET MANAGEMENT	1,243,088	1,219,696	(33,200)	1,209,888	1,294,294	84,406	6.98%	
REVENUE	237,675	99,889	(28,137)	209,538	187,344	(22,194)	-10.59%	
FINANCIAL SERVICES DEPT TOTAL	4,229,996	4,101,892	-	4,229,996	4,512,757	282,761	6.68%	
CORPORATE SERVICES DEPARTMENT								
CORPORATE SERVICES ADMINISTRATION	553,428	564,870	-	553,428	553,252	(176)	-0.03%	
EQUITY, ANTI-RACISM & INDIGENOUS INITIATIVES	891,417	752,864	(128,167)	763,250	838,614	75,364	9.87%	
MAYOR & COUNCIL	1,639,997	1,650,794		1,639,997	1,736,372	96,375	5.88%	
CORPORATE COMMUNICATIONS	1,628,206	1,810,739		1,628,206	1,740,949	112,743	6.92%	
HUMAN RESOURCES	3,043,006	3,059,237		3,043,006	3,227,124	184,118	6.05%	
TECHNOLOGY INNOVATION & SERVICES	5,919,789	5,898,945		5,919,789	6,293,392	373,603	6.31%	Compensation cost increases.
LEGAL	1,063,378	1,072,340		1,063,378	1,128,464	65,086	6.12%	
LEGISLATED SERVICES	1,332,366	1,195,752	112,836	1,445,202	1,423,245	(21,957)	-1.52%	
CORPORATE SERVICES DEPT TOTAL	16,071,587	16,005,541	(15,331)	16,056,256	16,941,412	885,156	5.51%	
DEVELOPMENT SERVICES DEPARTMENT								
DEVELOPMENT SERVICES ADMINISTRATION	1,203,189	1,205,401		1,203,189	1,277,398	74,209	6.17%	
ECONOMIC DEVELOPMENT	6,359,911	6,376,976		6,359,911	7,253,687	893,776	14.05%	Investments in strategic priorities such as special events, Creative Hub and the creation of Centralized Service Provider model to support local arts & entertainment.
ENGINEERING ADMINISTRATION	(104,759)	(34,514)		(104,759)	(34,455)	70,304	-67.11%	Increased site plan revenues.
PLANNING	1,692,717	1,083,867	128,167	1,820,884	2,038,033	217,149	11.93%	
TRANSPORTATION SERVICES	3,906,946	3,836,603		3,906,946	4,174,902	267,956	6.86%	
DEVELOPMENT SERVICES DEPT TOTAL	13,058,004	12,468,333	128,167	13,186,171	14,709,565	1,523,394	11.55%	

Comparative Budget by Division
Budget 2024

	2023 Annual Budget	2023 Actual	2023 Restatements	2023 Restated Budget	2024 Annual Budget	\$ Change vs. Restated Budget	% Change vs. Restated Total Budget	Commentary Budget 2024 compared to Restated Budget 2023
INFRASTRUCTURE SERVICES DEPARTMENT								
INFRASTRUCUTRE SERVICES ADMINISTRATION	702,679	720,193		702,679	721,609	18,930	2.69%	
FACILITIES MANAGEMENT	16,594,099	17,016,727		16,594,099	17,871,392	1,277,293	7.70%	Additional staffing to advance the City's Climate Action Plan goals as per issue paper Op 05.
PARKS & CEMETERIES	19,525,425	20,400,489		19,525,425	21,253,483	1,728,058	8.85%	Additional staff related to urban forestry, horticulture, and trails as per issue paper Op 05. Also impacts of new and expanded facilities (e.g. Schlegel Park).
OPERATIONS - ROADS & TRAFFIC	12,825,069	12,624,581		12,825,069	13,101,305	276,236	2.15%	Inflationary increases in compensation, fleet costs, and materials like salt & asphalt.
INFRASTRUCTURE SERVICES DEPARTMENT TOTAL	49,647,272	50,761,990	-	49,647,272	52,947,789	3,300,517	6.65%	
NET DEPARTMENTAL EXPENDITURES								
	139,550,597	140,258,719	279,734	139,830,331	149,735,382	9,905,051	7.08%	
GENERAL EXPENSES								
GRANTS & BOARDS	16,781,037	16,756,784	(219,734)	16,561,303	17,308,442	747,139	4.51%	Additional funding for the new southwest library branch as well as inflationary increases for community grants and Boards.
GAPPING	(2,100,000)	(2,561,221)		(2,100,000)	(2,500,000)	(400,000)	19.05%	Increase to reflect recent gapping trends.
CAPITAL AND RESERVE FINANCING	16,273,277	16,090,474	-	16,273,277	17,235,604	962,327	5.91%	Funding for capital program (including debt as outlined in issue paper Cap 02) and transfers to reserves.
CONTRACT SERVICES	968,790	925,897	-	968,790	1,115,259	146,469	15.12%	Costs related to records management software licensing.
TAX WRITEOFFS & REBATES	78,050	94,259		78,050	98,050	20,000	25.62%	
PROVISIONS - BAD DEBT ALLOWANCE	850,000	746,989		850,000	858,500	8,500	1.00%	
OTHER	2,705,258	2,552,821	(60,000)	2,645,258	803,589	(1,841,669)	-69.62%	
GENERAL EXPENSES TOTAL	35,556,412	34,606,003	(279,734)	35,276,678	34,919,444	(357,234)	-1.01%	
TOTAL NET EXPENSES	175,107,009	174,864,722	-	175,107,009	184,654,826	9,547,817	5.45%	
GENERAL REVENUES								
TAXES								
GENERAL LEVY	(146,507,227)	(146,507,278)	-	(146,507,227)	(150,169,907)	(3,662,680)	2.50%	Budget increase due to assessment growth.
SUPPLEMENTARY TAXES/WRITE-OFFS	(1,050,000)	(2,190,368)	-	(1,050,000)	(1,050,000)	-	0.00%	
LOCAL IMPROVEMENTS	-	(1,913)	-	-	-	-		
PAYMENTS IN LIEU	(4,594,700)	(4,707,800)	-	(4,594,700)	(4,712,700)	(118,000)	2.57%	Additional revenues as a result of PIL buildings.
	(152,151,927)	(153,407,359)	-	(152,151,927)	(155,932,607)	(3,780,680)	2.48%	
OTHER REVENUE								
INVESTMENT INCOME	(5,458,000)	(5,458,000)	-	(5,458,000)	(5,458,000)	-	0.00%	
PENALTIES AND INTEREST	(4,126,143)	(5,710,402)	-	(4,126,143)	(4,704,462)	(578,319)	14.02%	Increased revenues due to higher penalties & interest charges based on multi-year average.
CONTRIBUTIONS FROM RESERVES AND ENTERPRISES	(12,883,097)	(12,883,097)	-	(12,883,097)	(12,208,276)	674,821	-5.24%	Budget decrease due to reduced dividends from parking and golf enterprises.
SUNDRY INCOME	(124,059)	(161,849)	-	(124,059)	(127,468)	(3,409)	2.75%	
SOLAR ROOF	(363,783)	(389,765)	-	(363,783)	(371,059)	(7,276)	2.00%	
	(22,955,082)	(24,603,113)	-	(22,955,082)	(22,869,265)	85,817	-0.37%	
GENERAL REVENUES TOTAL	(175,107,009)	(178,010,472)	-	(175,107,009)	(178,801,872)	(3,694,863)	2.11%	
GRAND TOTAL	-	(3,145,750)	-	-	5,852,954	5,852,954		

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

(000's)	Budget 2023	Projected 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Core Revenue	3,334	5,062	4,740	5,572	7,481	7,616	7,809
Other Revenue	37	20	37	37	38	39	40
Interest	11	120	43	41	89	91	92
Other Revenue	48	140	80	78	127	130	131
REVENUE	3,382	5,202	4,820	5,650	7,608	7,746	7,940
Operating Expense	6,710	5,725	7,073	7,331	7,478	7,627	7,780
Transfer to Capital	74	124	4	24	83	4	27
EXPENSE	6,784	5,849	7,077	7,355	7,561	7,631	7,807
Net Revenue (Expense)	(3,402)	(647)	(2,257)	(1,705)	47	115	133

*Net Revenue (Expense) amount will be transferred to the stabilization reserve at the end of the year.

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

(000's)

	Budget 2023	Projection 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Core Revenue	2,517	2,946	2,838	2,951	3,010	3,070	3,132
Other Revenue	1	24	1	1	1	1	1
REVENUE	2,517	2,971	2,838	2,952	3,011	3,071	3,133
Operating Expense	2,379	2,643	2,623	2,572	2,611	2,650	2,689
Debt Charges	217	217	217	217	217	217	217
Transfer to Capital	333	333	191	202	118	119	127
Dividend Transfer to City	75	75	-	-	-	-	-
EXPENSE	3,005	3,268	3,031	2,991	2,946	2,986	3,034
Net Revenue (Expense)	(487)	(297)	(193)	(39)	65	85	99

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

(000's)	Budget 2023	Projected 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Core Revenue	5,197	4,489	4,341	4,405	4,778	4,871	4,968
Economic Development Subsidies	1,296	1,296	1,397	1,418	1,439	1,461	1,483
Other Revenue	602	602	670	643	667	677	691
REVENUE	7,096	6,387	6,408	6,466	6,884	7,008	7,142
Operating Expenses	4,717	4,449	4,480	4,557	4,664	4,743	4,855
Debt Charges	674	674	674	673	674	677	680
Transfers to Capital fund	1,236	1,236	925	1,077	1,091	1,107	1,130
Dividend Transfer to City	2,000	2,000	1,400	1,400	1,400	1,400	1,400
EXPENSE	8,627	8,359	7,480	7,707	7,828	7,927	8,065
Net Revenue (Expense)	(1,531)	(1,972)	(1,072)	(1,241)	(944)	(919)	(923)

*Net Revenue (Expense) amount will be transferred to the stabilization reserve at the end of the year.

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

(000's)	Budget 2023	Projected 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Core Revenue	50,584	54,672	54,805	58,064	61,516	65,113	68,238
Other Revenue	472	516	493	512	534	556	577
REVENUE	51,056	55,188	55,298	58,576	62,050	65,669	68,815
Water Purchases	24,960	27,253	26,905	28,231	29,624	31,086	32,298
Operating Expense	11,710	11,476	12,695	13,278	13,761	14,199	14,680
Transfer to Capital	15,232	15,230	15,840	20,322	21,038	19,841	20,122
EXPENSE	51,902	53,959	55,440	61,831	64,423	65,126	67,100
Net Revenue (Expense)	(846)	1,229	(142)	(3,255)	(2,373)	543	1,715
* Transfer (to)/from Stabilization Reserve	846	(1,229)	142	3,255	2,373	(543)	(1,715)
Overall Enterprise Result	-	-	-	-	-	-	-

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

(000's)	Budget 2023	Projected 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Core Revenue	62,464	67,514	69,097	74,604	80,623	87,208	93,311
Other Revenue	1,408	1,502	1,588	1,695	1,806	1,926	2,052
REVENUE	63,872	69,016	70,685	76,299	82,429	89,134	95,363
Sanitary Processing	35,165	35,247	37,825	40,080	42,472	44,142	45,424
Operating Expense	9,614	9,237	10,556	11,025	11,609	12,005	12,419
Transfer to Capital	22,546	22,544	24,709	26,373	31,348	34,350	37,273
EXPENSE	67,325	67,028	73,090	77,478	85,429	90,497	95,116
Net Revenue (Expense)	(3,453)	1,988	(2,405)	(1,179)	(3,000)	(1,363)	247
* Transfer (to)/from Stabilization Reserve	3,453	(1,988)	2,405	1,179	3,000	1,363	(247)
Overall Enterprise Result	-	-	-	-	-	-	-

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

(000's)	Budget 2023	Projected 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
Core Revenue	25,396	25,608	27,333	29,415	31,658	34,040	36,602
Other Revenue	1,007	918	1,064	1,127	1,193	1,261	1,336
REVENUE	26,403	26,526	28,397	30,542	32,851	35,301	37,938
Operating Expense	9,061	9,048	10,258	11,103	11,664	12,180	12,586
Transfer to Capital	18,546	18,543	17,514	21,762	22,263	26,354	21,177
EXPENSE	27,607	27,591	27,772	32,865	33,927	38,534	33,763
Net Revenue (Expense)	(1,204)	(1,065)	625	(2,323)	(1,076)	(3,233)	4,175
* Transfer (to)/from Stabilization Reserve	1,204	1,065	(625)	2,323	1,076	3,233	(4,175)
Overall Enterprise Result	-	-	-	-	-	-	-

CITY OF KITCHENER
GAS UTILITY
5 YEAR OPERATING BUDGET PROJECTION

(000's)

	Budget 2023	Projected 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
GAS DELIVERY							
Core Revenue	44,773	45,574	49,226	49,196	49,363	49,529	48,567
Other Revenue	193	279	198	202	206	210	215
REVENUE	44,966	45,853	49,424	49,398	49,569	49,739	48,782
Operating Expense	19,606	19,717	22,667	23,109	23,576	24,053	24,502
Transfer to Capital	13,704	13,703	14,062	13,486	13,767	13,595	13,473
Dividend Transfer to City	15,847	15,847	15,847	15,847	15,847	15,847	15,847
EXPENSE	49,157	49,267	52,576	52,442	53,190	53,495	53,822
Net Revenue (Expense)	(4,191)	(3,414)	(3,152)	(3,044)	(3,621)	(3,756)	(5,040)
* Transfer (to)/from Gas Delivery Stabilization Reserve	4,191	3,414	3,152	3,044	3,621	3,756	5,040
Overall Program Result	-	-	-	-	-	-	-

OTHER PROGRAMS	Budget 2023	Projected 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
(Rental Water Heaters and KU Dispatch)							
Core Revenue	13,432	14,355	14,790	15,086	15,388	15,695	16,009
REVENUE	13,432	14,355	14,790	15,086	15,388	15,695	16,009
Operating Expense	9,639	11,854	10,723	10,937	11,081	11,302	11,528
EXPENSE	9,639	11,854	10,723	10,937	11,081	11,302	11,528
Net Revenue (Expense)	3,793	2,501	4,067	4,149	4,307	4,393	4,481
* Transfer (to)/from Gas Delivery Stabilization Reserve	(3,793)	(2,501)	(4,067)	(4,149)	(4,307)	(4,393)	(4,481)
Overall Program Result	-	-	-	-	-	-	-

	Budget 2023	Projected 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028
GAS SUPPLY							
Core Revenue	45,084	42,746	36,912	39,361	41,560	44,638	45,532
REVENUE	45,084	42,746	36,912	39,361	41,560	44,638	45,532
Operating Expense	44,944	40,740	39,363	40,532	43,509	44,379	45,267
EXPENSE	44,944	40,740	39,363	40,532	43,509	44,379	45,267
Net Revenue (Expense)	140	2,006	(2,451)	(1,171)	(1,949)	259	265
* Transfer (to)/from Gas Supply Stabilization Reserve	(140)	(2,006)	2,451	1,171	1,949	(259)	(265)
Overall Program Result	-	-	-	-	-	-	-
Gas Rate (January - October)	20.85	20.85	16.70	17.90	18.90	20.30	20.60
Gas Rate (November - December)	20.85	16.70	16.70	17.90	18.90	20.30	20.60