

City of Thunder Bay  
2018 Proposed Budget  
Executive Summary  
Table of Contents

	Page
Tax and Rate Proposed Budget Summary	1
Understanding the Budget	2 - 6
Summary of FTEs by Department	7
Complement Change Summary	8 – 9
<u>TAX SUPPORTED</u>	
Proposed Operating Budget Summary	10 - 14
Proposed Capital Budget Summary with Sources of Financing	15
Proposed Capital Budget EIRP Summary	16 - 17
One Time Summary	18 - 19
User Fee Increases Summary	20 - 23
Reduction Summary	24 - 26
Expansion Summary	27 – 34

City of Thunder Bay  
2018 Proposed Budget  
Executive Summary  
Table of Contents

Page

RATE SUPPORTED

Proposed Operating Budget Summary

35

Proposed Capital Budget Summary

36

User Fee Increases Summary

37 - 38

Reduction Summary

39

Expansion Summary

40

**City of Thunder Bay  
2018 Proposed Budget  
Tax & Rate Budget Summary (in \$000s)**

	<b>2017</b>	<b>2018</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Tax Supported (Gross)</b>				
Operating Budget Gross	292,737.7	298,089.9	5,352.2	1.8%
Capital Budget Gross	57,834.0	47,615.6	(10,218.4)	-17.7%
Total Tax Supported Budget Gross	<u>350,571.7</u>	<u>345,705.5</u>	<u>(4,866.2)</u>	<u>-1.4%</u>
<b>Tax Supported (Net)</b>				
Operating Budget Net	220,531.3	225,142.5	4,611.2	2.1%
Capital Budget Net	16,327.7	16,371.6	43.9	0.3%
Total Tax Supported Budget Net	<u>236,859.0</u>	<u>241,514.1</u>	<u>4,655.1</u>	<u>2.0%</u>
<b>Rate Supported (Gross)</b>				
Operating Budget Gross	37,589.3	37,964.8	375.5	1.0%
Capital Budget Gross	18,693.9	15,786.0	(2,907.9)	-15.6%
Total Rate Supported Budget Gross	<u>56,283.2</u>	<u>53,750.8</u>	<u>(2,532.4)</u>	<u>-4.5%</u>
<b>Rate Supported (Net)</b>				
Operating Budget Net	(8,386.3)	(11,264.7)	(2,878.4)	34.3%
Capital Budget Net	14,051.2	15,726.0	1,674.8	11.9%
Total Rate Supported Budget Net	<u>5,664.9</u>	<u>4,461.3</u>	<u>(1,203.6)</u>	<u>-21.2%</u>
<b>Combined Rate and Tax Supported Budget (Gross)</b>				
Operating Budget Gross	330,327.0	336,054.7	5,727.7	1.7%
Capital Budget Gross	76,527.9	63,401.6	(13,126.3)	-17.2%
Total Budget Gross	<u>406,854.9</u>	<u>399,456.3</u>	<u>(7,398.6)</u>	<u>-1.8%</u>
<b>Combined Rate and Tax Supported Budget (Net)</b>				
Operating Budget Net	212,145.0	213,877.8	1,732.8	0.8%
Capital Budget Net	30,378.9	32,097.6	1,718.7	5.7%
Total Budget Net	<u>242,523.9</u>	<u>245,975.4</u>	<u>3,451.5</u>	<u>1.4%</u>

## Understanding the Budget

### Common Budget Terms

#### **Tax Supported Budget**

The portion of the City's budget which is funded through property taxes and funds a variety of services that contribute to the health, safety and quality of life in the City of Thunder Bay such as:

- Roads
- Parks
- Emergency Services
- Recreation & Culture
- Planning
- Long Term Care and Senior Services

#### **Rate Supported Budget**

The portion of the City's budget that is fully funded by fees that are only applied to the users of the service. These rates are separate from the property tax bills. The rate supported budget includes Waterworks, Wastewater, Solid Waste, and Boater Services.

#### **Net Taxable Assessment Growth**

The additional taxation revenue the City receives from new assessment generated by construction activity (expansions and new buildings) less lost assessment from demolitions and successful assessment appeals.

#### **Capital Budget**

One time expenditures for major projects (often referred to as "infrastructure") such as roads, vehicles/equipment, parks, sidewalks, trails, streetlights, playgrounds and buildings. It includes both the development of new, and the maintenance/rehabilitation of existing infrastructure.

#### **Capital Outlay from Revenue (or Capital out of Revenue)**

The portion of the Capital Budget that is paid for by property taxes as opposed to grants, transfers from reserves or other funding sources.

#### **Enhanced Infrastructure Renewal Program (EIRP)**

Special component of the Capital Budget that is paid for by property taxes as opposed to grants, transfers from reserves or other funding sources. EIRP was introduced in 2011 as an incremental strategy to address the infrastructure deficit through increased capital out of revenue funding. EIRP is restricted only for capital renewal and replacement of existing assets in the following categories: Pavement Rehabilitation, Road Network Improvements, Bridges & Culverts, Streetlights, Sidewalks, Storm Sewers, Parks, and Facilities.

#### **Annual Infrastructure Deficit**

The gap between capital funding required to maintain the assets in accordance with asset management plans and the current Capital Budget.

**Debenture Debt**

A type of long term loan used as partial financing for major capital projects. The debt, including interest, is repayable over 10 to 25 years. Debenture debt spreads the project costs and related tax or user fee increase over a number of years and ensures that future taxpayers/ratepayers pay their fair share of capital projects being completed today.

**Municipal Tax Levy**

The total of all municipal expenditures funded by property taxes.

**Municipal Tax**

The tax amount and payment-in-lieu of taxes that is calculated using the applicable general and special area tax rates. The general tax rate is applied to all properties to fund the services required to operate the municipality as determined in the budget process. Special area tax rates are applied to properties within areas that benefit from additional services. Municipalities are responsible for setting both the general and special area tax rates to fund all provided services. Municipal taxes do not include education taxes.

**Education Tax**

A tax, collected by a municipality as part of the property tax, that is used to fund the cost of elementary and secondary school education. The Ministry of Finance sets the education rates for all property classes annually. The municipality forwards the education taxes levied to applicable school boards using a formula established by the province.

**Special Service Area Tax Rates (or Urban Service Area Tax Rates)**

A municipal tax rate, in addition to the municipal general tax rate and the education tax rate, which is applied to a property for a service which is delivered to all properties in a municipality or limited to a part of the municipality or that is intended for a special purpose. Special Service Area Rates allow a municipality to levy additional charges on specified properties in areas that benefit from a service but also protect properties from being charged for services they do not receive. Individual properties may be subject to one or more Special Area Rates. Thunder Bay has established special service area tax rates to charge for the provision of garbage collection, sewage & land drainage (storm water), public transportation (transit) and street lighting services.

**Full Service Tax Rate**

A percentage rate that is applied to the current value assessment (CVA) of a property to determine the taxes payable. Municipalities set a municipal general tax rate for each property class to pay for city wide services and special area rates, also known as urban service area rates, to pay the costs for services that affect only certain areas within the municipality. The provincial government sets the Education Tax Rate. The municipality is responsible for collecting education and property taxes. The term Full Service Tax Rate includes all of the municipal and education tax rates.

### **Property Class**

A category assigned to each type of use that occurs on a property. Descriptions are set out in provincial legislation to identify the criteria for residential, multi-residential, commercial, industrial, pipeline, farm, and managed forests property classes. A municipality may adopt optional classes (new multi-residential, office building, shopping center, parking lots and vacant land, residual commercial, large industrial, professional sports facility and resort condominiums) by by-law. Thunder Bay currently has adopted the New Multi-Residential and Large Industrial property classes.

### **Tax Ratios**

Indicators of the mathematical relationship between the municipal tax rate for the residential class and the tax rates for other property classes. As the residential class is the basis for comparison for other classes, its tax ratio is always 1.0. That means that if the tax ratio for a class has a value of 2.0, the tax rate for the class when measured against the residential rate is two times more. Municipal councils have the ability to change tax ratios to some extent within parameters established by the province.

### **Threshold Ratios**

In 2001, the Province introduced “threshold ratios” for Multi-Residential, Commercial, and Industrial property classes. If the tax ratio of a class is above the threshold ratio, only 50% of the property classes’ share of the general municipal levy increase can be passed on to that class. The other property classes must assume the remaining 50% of the tax increase that is not permitted to flow through. This restriction does not apply to urban/special service levy increases. In 2017, the levy restriction applied to the commercial class and the industrial broad class.

### **Net Operating Budget**

Expenditures (e.g. wages/benefits, supplies, contracted services, utilities, payments of legislative levies, debt payments etc.) required to deliver day to day City services reduced by certain revenues received by the City (e.g. user fees, specific grants, building permit fees etc.) and transfers to/from reserve funds.

### **Gross Operating Budget**

Expenditures required to deliver day to day City services.

### **Reserves/Reserve Funds**

Monies set aside for specific purposes, including both operating and capital budget items. There are two types of reserve/reserve funds:

*Statutory/Obligatory* – municipalities are required by legislation to establish certain reserve funds (e.g. Dedicated Gas Tax, Subdivision Deposit for Public Purposes)

*Discretionary* – can be established by Council for a specific purpose (e.g. Tax Assessment Appeals, Recreation Trails).

**Base Budget**

Status quo budget with the same staffing, service levels, and user fees as previous years. This budget will differ from the previous year's budget as it reflects increases/decreases in costs for existing staff and services as well as revenue trends.

**One Time Items**

Budgeted expenses and revenues that are temporary in nature (e.g. pilot program, one time grant).

**User Fee Changes**

Portion of budgeted revenues that relate to a change to the rate of a user fee (not related to change in consumption/up-take of user fee).

**Expansion**

An increase in budgeted staffing levels or expansion of service not related to a one time item.

**Reduction**

A reduction in budgeted staffing levels or reduction of service not related to a previous one time item.

**Full-Time Equivalent (FTE)**

An FTE is the hours worked by one employee on a full-time basis (for example 1820 hours). The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. When a business employs a significant number of part-time staff, it can be useful to convert their hours worked into full time equivalents, to see how many full-time staff they equate to.

**How Reassessment Affects the City's Budget**

While assessment is the responsibility of the Municipal Property Assessment Corporation (MPAC), the rules and regulations about assessment are set by the Province of Ontario. Reassessments are completed every four years, with assessment increases phased in equally over the four year period.

Impact on the City – the City does not get any additional tax revenue as a result of reassessment (i.e. it is revenue neutral). The first step each year is to lower/increase the existing Municipal Tax Rate to reflect the fact that the City now has a higher/lower assessment base.

Impact on Individual Taxpayer – Taxpayers may see an assessment related increase or decrease, depending on their assessment increase/decrease relative to the City's average. The Province has mandated that assessment related increases be phased-in equally over four years, while assessment related decreases are granted immediately.

## How Tax Rates Are Calculated

The following is a simplified explanation of the complicated process of calculating property tax rates:

### **Step 1) Calculate the Total Municipal Tax Levy Requirement**

Base Budget  
+ One Time Items  
+/- User Fee Changes  
- Reductions  
+ Expansions  
+/- Change in Provincial Funding & Other Revenues  
+ Capital out of Revenue  
= Total Municipal Tax Levy Requirement

### **Step 2) Calculate the Amount to be Raised by Taxation**

Total Municipal Tax Levy Requirement  
- Taxation Revenue not based on Assessment (Example: Railway or Airport Levy)  
= Amount to be Raised by Taxation

### **Step 3) Update Tax Ratios**

All property classes have a defined ratio, relative to the Residential Class which is set at 1.000. By comparison, the ratio for the Commercial class in 2017 was 2.1444. Tax policy refers to changing a non-residential ratio, which transfers the tax burden to other property classes.

### **Step 4) Tax Rate Calculation**

Total Amount to be Raised by Taxation  
Total Assessment x Tax Ratios



City of Thunder Bay  
 Summary of FTEs by Department 2017 to 2018 Proposed Budget

DEPARTMENTS	2018 Proposed Complement	2017 Complement	Variance 2017 to 2018	
	TOTAL	TOTAL	Total FTE Variance	% Change
Mayor, Council & City Manager	95.8	92.2	3.6	3.9%
Development & Emergency Services	453.0	445.7	7.3	1.6%
Community Services	407.0	412.7	(5.7)	-1.4%
Corporate Services & Long Term Care	291.7	291.4	0.3	0.1%
Infrastructure & Operations - Tax	317.5	314.6	2.9	0.9%
Infrastructure & Operations - Rate	146.0	145.8	0.2	0.1%
<b>Total</b>	<b>1,711.0</b>	<b>1,702.4</b>	<b>8.6</b>	<b>0.5%</b>

Note: Historical FTE data is being presented consistent with current organization structure

**City of Thunder Bay  
Tax & Rate Complement Change 2017 to 2018 Proposed Budget**

**The 2018 increase in FTE of 8.6 includes:**

**Tax Supported:**

2018 Expansions

0.5	City Manager's Office - Human Resources - Research Consultant
0.5	City Manager's Office - Human Resources - Wellness Coordinator
1.0	City Manager's Office - City Solicitor - Junior Solicitor
1.0	Corporate Services & Long Term Care - Revenue - Special Purpose Property Valuation Specialist
1.0	Corporate Services & Long Term Care - Revenue - Water Inspector
0.7	Corporate Services & Long Term Care - Revenue - Provincial Land Taxes Summer Students
0.3	Corporate Services & Long Term Care - Long Term Care - Jasper Supportive Housing Administrative Assistant
0.2	Corporate Services & Long Term Care - Long Term Care - Food Service Worker
1.0	Development & Emergency Services - SNEMS - Mental Health Coordinator
8.0	Development & Emergency Services - SNEMS - City Paramedics
0.6	Development & Emergency Services - SNEMS - Rural Paramedics
1.7	Infrastructure & Operations - Roads - Operators and Inspectors
1.2	Infrastructure & Operations - Parks - various positions
<u>17.7</u>	

2018 Reductions

(1.0)	Community Services - General Manager's Office - Waterfront Coordinator
(1.0)	Community Services - Recreation & Culture - Administrative Assistant - Older Adults
(1.0)	Community Services - Recreation & Culture - Parks Worker Indoor Arenas
(0.2)	Community Services - Recreation & Culture - Child Care
(1.7)	Community Services - phased in from 2017 budget
(1.0)	Corporate Services & Long Term Care - Revenue - Revenue Assessment Officer
(0.7)	Corporate Services & Long Term Care - Revenue - Payment Processing Clerk
(0.1)	Corporate Services & Long Term Care - Revenue - Student
(0.4)	Corporate Services & Long Term Care - Long Term Care - Meals on Wheels Assistant
(0.3)	Corporate Services & Long Term Care - Long Term Care - Part Time Maintenance
(0.4)	Corporate Services & Long Term Care - Long Term Care - Part Time Supervisor Nutrition and Food
(1.0)	Development & Emergency Services - Building Services - Plans Examiner
(1.3)	Development & Emergency Services - SNEMS - Administrative positions
<u>(10.1)</u>	

**City of Thunder Bay**

**Tax & Rate Complement Change 2017 to 2018 Proposed Budget**

2018 One Time

1.0

City Manager's Office - Corporate Strategic Services - Respect Intern

0.5

City Manager's Office - Corporate Strategic Services - Website Development Support

1.6

City Manager's Office - Office of the City Clerk - Election Coordinator & staff

1.0

Community Services - Recreation & Culture - Pro Kids Marketing & Fundraising Assistant

4.1

2018 Other

(1.5)

City Manager's Office - Removal of Prior Year One Time positions

(1.8)

Community Services - Removal of Prior Year One Time positions

(3.3)

**Total Tax Supported 8.4**

**Rate Supported:**

2018 Expansions

0.2

Infrastructure & Operations - Boater Services - Parks Worker

0.2

**Total Rate Supported 0.2**

**Total Complement Changes City Departments 8.6**

**City of Thunder Bay**  
**2018 Tax Supported Proposed Operating Budget - Summary**  
(In \$000s)

	<u>2017</u> <u>Approved</u>	<u>2018</u> <u>Projected</u>
<b><u>REVENUES</u></b>		
<b>TAXATION REVENUE</b>		
Municipal Taxes and Payments in Lieu	183,986.8	190,624.3
Local Improvements	159.8	119.4
Supplementary Taxes	1,300.0	1,300.0
Total Taxation Revenue	<u>185,446.6</u>	<u>192,043.7</u>
<b>PROVINCIAL GRANTS</b>		
Institutional Levies	76.1	72.1
University & College Levies	665.2	682.3
OMPF	22,259.2	20,478.5
Total Provincial Grants	<u>23,000.5</u>	<u>21,232.9</u>

	<u>2017</u> <u>Approved</u>	<u>2018</u> <u>Projected</u>
<b><u>REVENUES</u></b>		
<b>OTHER REVENUE</b>		
Casino - Share of Revenues	2,420.0	2,486.3
Penalties & Interest on Taxes	2,230.0	2,230.0
Sundry Revenues	483.0	890.4
TBayTel Dividend	18,375.0	17,500.0
Transfer from Land Development Account		
- Realty Services	250.0	200.0
Administrative Recoveries	3,124.4	3,605.0
Contribution from Renew Thunder Bay Reserve Fund	160.1	-
Contribution from Stabilization Reserve Fund	252.0	323.4
Contribution from Sick Pay Liability Reserve Fund	261.5	248.5
Contribution from Post Employment Benefit Reserve Fund	855.9	753.9
Total Other Revenue	<u>28,411.9</u>	<u>28,237.5</u>
<b>TOTAL TAXATION, GRANTS AND OTHER REVENUE</b>	<u>236,859.0</u>	<u>241,514.1</u>

City of Thunder Bay  
2018 Tax Supported Proposed Operating Budget - Summary  
(In \$000s)

<b>EXPENDITURES</b>	Approved 2017	2018 Base	One Time	User Fees	Reductions	2018 Revised Base	2018 Increase (Decrease)	Expansions	Total 2018 \$ Request	Total 2018 % Change
<b>General Corporate Expenditures</b>										
<i>Contributions to Community Groups/Organizations</i>										
<i>Grant Programs</i>										
Sustaining	2,446.5	2,461.8				2,461.8	0.6%	127.4	2,589.2	5.8%
Operating	94.5	85.5				85.5	(9.5)%		85.5	(9.5)%
Projects	36.6	30.0				30.0	0.0%		30.0	(18.0)%
Youth Services Grants	42.8	45.0				45.0	5.1%		45.0	5.1%
	<b>2,620.4</b>	<b>2,622.3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,622.3</b>	<b>0.1%</b>	<b>127.4</b>	<b>2,749.7</b>	<b>4.9%</b>
<i>Corporate Expenditures</i>										
Debenture Debt Charges	13,206.4	13,060.4				13,060.4	(1.1)%		13,060.4	(1.1)%
Insurance Claims	2,203.3	1,902.7				1,902.7	(13.6)%		1,902.7	(13.6)%
Legal Fees	1,682.0	1,682.0				1,682.0	0.0%		1,682.0	0.0%
Property Assessment (MPAC)	1,314.0	1,346.9				1,346.9	2.5%		1,346.9	2.5%
Tax write-offs and Legislated Rebates	4,135.6	4,216.6			(350.0)	3,866.6	(6.5)%	80.0	3,946.6	(4.6)%
Other General Financial Expenditures	3,340.4	4,901.0	65.0			4,966.0	48.7%	258.0	5,224.0	56.4%
	<b>25,881.7</b>	<b>27,109.6</b>	<b>65.0</b>	<b>-</b>	<b>(350.0)</b>	<b>26,824.6</b>	<b>3.6%</b>	<b>338.0</b>	<b>27,162.6</b>	<b>4.9%</b>
<i>Corporate Human Relations Expenditures</i>										
Early Leave, Death, & Retiree Benefits	2,020.9	2,071.4				2,071.4	2.5%		2,071.4	2.5%
General Human Relations Expenditures	405.9	347.6				347.6	(14.4)%		347.6	(14.4)%
	<b>2,426.8</b>	<b>2,419.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,419.0</b>	<b>(0.3)%</b>	<b>-</b>	<b>2,419.0</b>	<b>(0.3)%</b>
<i>Provisions to Operating Reserve Funds</i>										
Community Economic Development Commission	-	-				-	0.0%	134.9	134.9	100.0%
Election	110.0	110.0				110.0	0.0%		110.0	0.0%
Insurance	250.0	-				-	(100.0)%		-	(100.0)%
Legal Fees	600.0	100.0				100.0	(83.3)%		100.0	(83.3)%
Post Employment Benefits	450.0	450.0				450.0	0.0%		450.0	0.0%
Stabilization	375.0	500.0	-			500.0	33.3%		500.0	33.3%
WSIB	600.0	100.0				100.0	(83.3)%	100.0	200.0	(66.7)%
	<b>2,385.0</b>	<b>1,260.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,260.0</b>	<b>(47.2)%</b>	<b>234.9</b>	<b>1,494.9</b>	<b>(37.3)%</b>
<b>Total General Corporate Expenditures</b>	<b>33,313.9</b>	<b>33,410.9</b>	<b>65.0</b>	<b>-</b>	<b>(350.0)</b>	<b>33,125.9</b>	<b>(0.6)%</b>	<b>700.3</b>	<b>33,826.2</b>	<b>1.5%</b>

City of Thunder Bay  
2018 Tax Supported Proposed Operating Budget - Summary  
(In \$000s)

<b>EXPENDITURES</b>	Approved 2017	2018 Base	One Time	User Fees	Reductions	2018 Revised Base	2018 Increase (Decrease)	Expansions	Total 2018 Request	Total 2018 Change
<b>NON - EMERGENCY SERVICES</b>										
<b>Mayor and Council</b>										
Mayor's Office	325.9	327.8	-	-	-	327.8	0.6%	-	327.8	0.6%
City Council	766.4	789.1	-	-	-	789.1	3.0%	-	789.1	3.0%
	<b>1,092.3</b>	<b>1,116.9</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,116.9</b>	<b>2.3%</b>	<b>-</b>	<b>1,116.9</b>	<b>2.3%</b>
<b>City Manager's Office</b>										
City Manager's Office	504.3	511.5	-	-	-	511.5	1.4%	-	511.5	1.4%
Corporate Strategic Services	2,036.3	2,035.0	39.7	-	-	2,074.7	1.9%	-	2,074.7	1.9%
Office of the City Clerk	2,330.2	2,312.7	88.7	-	-	2,401.4	3.1%	18.0	2,419.4	3.8%
City Solicitor and Corporate Counsel	858.3	841.5	-	-	-	841.5	(2.0)%	125.2	966.7	12.6%
Human Resources & Corporate Safety	2,963.5	3,097.3	-	-	-	3,097.3	4.5%	40.8	3,138.1	5.9%
	<b>8,692.6</b>	<b>8,798.0</b>	<b>128.4</b>	<b>-</b>	<b>-</b>	<b>8,926.4</b>	<b>2.7%</b>	<b>184.0</b>	<b>9,110.4</b>	<b>4.8%</b>
<b>Community Services</b>										
General Manager's Office	462.0	558.8	-	-	(95.1)	463.7	0.4%	-	463.7	0.4%
Central Support	1,546.9	1,580.2	-	-	-	1,580.2	2.2%	-	1,580.2	2.2%
Asset Management	2,073.0	2,082.3	-	-	-	2,082.3	0.4%	-	2,082.3	0.4%
Transit	11,538.3	11,864.7	-	-	-	11,864.7	2.8%	-	11,864.7	2.8%
Recreation and Culture	9,676.2	10,420.1	100.0	(87.5)	(313.8)	10,118.8	4.6%	-	10,118.8	4.6%
	<b>25,296.4</b>	<b>26,506.1</b>	<b>100.0</b>	<b>(87.5)</b>	<b>(408.9)</b>	<b>26,109.7</b>	<b>3.2%</b>	<b>-</b>	<b>26,109.7</b>	<b>3.2%</b>
<b>Corporate Services &amp; Long Term Care</b>										
Corporate Services	7,144.5	6,984.4	-	(4.4)	(117.7)	6,862.3	(3.9)%	144.2	7,006.5	(1.9)%
Long Term Care and Senior Services	4,027.8	4,427.0	-	-	(80.8)	4,346.2	7.9%	7.8	4,354.0	8.1%
	<b>11,172.3</b>	<b>11,411.4</b>	<b>-</b>	<b>(4.4)</b>	<b>(198.5)</b>	<b>11,208.5</b>	<b>0.3%</b>	<b>152.0</b>	<b>11,360.5</b>	<b>1.7%</b>
<b>Development &amp; Emergency Services</b>										
Development Services	3,879.3	3,950.5	-	(44.0)	(86.0)	3,820.5	(1.5)%	-	3,820.5	(1.5)%
<b>Infrastructure &amp; Operations</b>										
Central Support	1,575.5	1,681.8	-	-	-	1,681.8	6.7%	-	1,681.8	6.7%
Engineering	1,963.1	1,998.8	-	-	-	1,998.8	1.8%	-	1,998.8	1.8%
Roads	15,428.7	15,519.9	-	-	-	15,519.9	0.6%	162.6	15,682.5	1.6%
Solid Waste (Tax Supported)	3,767.0	3,855.4	-	-	-	3,855.4	2.3%	550.0	4,405.4	16.9%
Parks	8,416.1	8,586.5	-	(26.0)	-	8,560.5	1.7%	102.0	8,662.5	2.9%
	<b>31,150.4</b>	<b>31,642.4</b>	<b>-</b>	<b>(26.0)</b>	<b>-</b>	<b>31,616.4</b>	<b>1.5%</b>	<b>814.6</b>	<b>32,431.0</b>	<b>4.1%</b>
<b>Total Departments Non-Emergency</b>	<b>81,283.3</b>	<b>83,425.3</b>	<b>228.4</b>	<b>(161.9)</b>	<b>(693.4)</b>	<b>82,798.4</b>	<b>1.9%</b>	<b>1,150.6</b>	<b>83,949.0</b>	<b>3.3%</b>

**City of Thunder Bay**  
**2018 Tax Supported Proposed Operating Budget - Summary**  
(In \$000s)

<b>EXPENDITURES</b>	Approved 2017	2018 Base	One Time	User Fees	Reductions	2018 Revised Base	2018 Increase (Decrease)	Expansions	Total 2018 Request	Total 2018 Change
<b>NON - EMERGENCY SERVICES</b>										
<b>Boards and Agencies</b>										
<i>Legislated Levies to Outside Boards &amp; Agencies</i>										
District Social Services Administration Board Levy	17,096.6	16,583.7	-	-	-	16,583.7	(3.0)%	-	16,583.7	(3.0)%
DSSAB Master Services Agreement Revenue	(13.9)	(12.5)	-	-	-	(12.5)	(10.1)%	-	(12.5)	(10.1)%
<b>Total District Social Services Administration Board</b>	<b>17,082.7</b>	<b>16,571.2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>16,571.2</b>	<b>(3.0)%</b>	<b>-</b>	<b>16,571.2</b>	<b>(3.0)%</b>
Lakehead Region Conservation Authority	141.5	140.8	-	-	-	140.8	(0.5)%	-	140.8	(0.5)%
Thunder Bay District Health Unit	2,238.1	2,238.1	-	-	-	2,238.1	0.0%	-	2,238.1	0.0%
<i>Other Boards</i>										
Community Economic Development Commission	1,479.6	1,479.6	-	-	-	1,479.6	0.0%	-	1,479.6	0.0%
Parking Authority	-	70.1	-	(70.1)	-	0.0	0.0%	-	0.0	0.0%
Thunder Bay Public Library	5,700.9	6,013.4	-	-	-	6,013.4	5.5%	-	6,013.4	5.5%
Victoriaville Centre	379.6	462.1	-	-	-	462.1	21.7%	-	462.1	21.7%
Victoria Avenue BIA	84.8	84.8	-	-	-	84.8	0.0%	-	84.8	0.0%
Waterfront District BIA	62.0	62.0	-	-	-	62.0	0.0%	19.5	81.5	31.5%
<b>Total Boards &amp; Agencies Non- Emergency</b>	<b>27,169.2</b>	<b>27,122.1</b>	<b>-</b>	<b>(70.1)</b>	<b>-</b>	<b>27,052.0</b>	<b>(0.4)%</b>	<b>19.5</b>	<b>27,071.5</b>	<b>(0.4)%</b>
<b>Total Non-Emergency Departments &amp; Boards &amp; Agencies</b>	<b>108,452.5</b>	<b>110,547.4</b>	<b>228.4</b>	<b>(232.0)</b>	<b>(693.4)</b>	<b>109,850.4</b>	<b>1.3%</b>	<b>1,170.1</b>	<b>111,020.5</b>	<b>2.4%</b>
<b>EXPENDITURES</b>										
<b>EMERGENCY SERVICES</b>										
<b>Development and Emergency Services</b>										
Superior North EMS	9,078.6	9,251.8	-	-	(96.9)	9,154.9	0.8%	638.5	9,793.4	7.9%
Thunder Bay Fire Rescue	29,369.2	29,796.0	-	-	-	29,796.0	1.5%	-	29,796.0	1.5%
<b>Total Departments Emergency</b>	<b>38,447.8</b>	<b>39,047.8</b>	<b>-</b>	<b>-</b>	<b>(96.9)</b>	<b>38,950.9</b>	<b>1.3%</b>	<b>638.5</b>	<b>39,589.4</b>	<b>3.0%</b>
<b>Boards and Agencies</b>										
Thunder Bay Police Service	40,317.1	40,696.3	30.0	-	(39.9)	40,686.4	0.9%	20.0	40,706.4	1.0%
<b>Total Emergency Departments &amp; Boards &amp; Agencies</b>	<b>78,764.9</b>	<b>79,744.1</b>	<b>30.0</b>	<b>-</b>	<b>(136.8)</b>	<b>79,637.3</b>	<b>1.1%</b>	<b>658.5</b>	<b>80,295.8</b>	<b>1.9%</b>
<b>TOTAL OPERATIONS</b>	<b>220,531.3</b>	<b>223,702.4</b>	<b>323.4</b>	<b>(232.0)</b>	<b>(1,180.2)</b>	<b>222,613.6</b>	<b>0.9%</b>	<b>2,528.9</b>	<b>225,142.5</b>	<b>2.1%</b>

City of Thunder Bay  
2018 Tax Supported Proposed Operating Budget - Summary  
(In \$000s)

	Approved 2017	2018 Base	One Time	User Fees	Reductions	2018 Revised Base	2018 Increase (Decrease)	Expansions	Total 2018 Request	Total 2018 Change
<b>Capital Outlay From Revenue</b>										
City Departments	12,812.8	10,213.4				10,213.4	(20.3)%		10,213.4	(20.3)%
Outside Boards	5,381.1	4,064.4				4,064.4	(24.5)%		4,064.4	(24.5)%
<b>Capital Outlay from Revenue (before EIRP)</b>	<b>18,193.9</b>	<b>14,277.8</b>	-	-	-	<b>14,277.8</b>	<b>(21.5)%</b>	-	<b>14,277.8</b>	<b>(21.5)%</b>
Enhanced Infrastructure Renewal Program (EIRP)	8,440.6	8,440.6	-	-	-	8,440.6	0.0%		8,440.6	0.0%
Debtenture Financing	(11,284.4)	(7,284.4)				(7,284.4)	(35.4)%		(7,284.4)	(35.4)%
<b>Net Capital Outlay from Revenue</b>	<b>15,350.1</b>	<b>15,434.0</b>	-	-	-	<b>15,434.0</b>	<b>0.5%</b>	-	<b>15,434.0</b>	<b>0.5%</b>
<i>Provisions to Capital Reserve Funds</i>										
CIT Capital	438.0	423.0				423.0	(3.4)%		423.0	(3.4)%
Clean, Green and Beautiful	200.1	200.1				200.1	0.0%		200.1	0.0%
Community Partnership	50.0	50.0				50.0	0.0%	25.0	75.0	50.0%
Recreational Trails	39.5	39.5				39.5	0.0%		39.5	0.0%
Renew Thunder Bay	250.0	250.0			(50.0)	200.0	(20.0)%		200.0	(20.0)%
	977.6	962.6	-	-	(50.0)	912.6	(6.6)%	25.0	937.6	(4.1)%
<b>TOTAL CAPITAL OUTLAY FROM REVENUE</b>	<b>16,327.7</b>	<b>16,396.6</b>	-	-	<b>(50.0)</b>	<b>16,346.6</b>	<b>0.1%</b>	<b>25.0</b>	<b>16,371.6</b>	<b>0.3%</b>
<b>TOTAL BUDGET (NET)</b>	<b>236,859.0</b>	<b>240,099.0</b>	<b>323.4</b>	<b>(232.0)</b>	<b>(1,230.2)</b>	<b>238,960.2</b>	<b>0.9%</b>	<b>2,553.9</b>	<b>241,514.1</b>	<b>2.0%</b>



City of Thunder Bay  
 2018 Tax Supported Proposed Capital Budget Summary with Sources of Financing  
 (In \$000's)

	2017 Approved Capital		2018					Net
	Gross	Net	Proposed Gross	Grants	Reserve	Other*	Total Funding	
General - Clean Green and Beautiful City Manager's Office	40.0	-	200.1	-	200.1	-	200.1	-
Development & Emergency Services	452.0	452.0	502.0	-	-	-	-	502.0
Community Services	3,435.0	2,670.0	1,582.0	-	762.0	-	762.0	820.0
Corporate Services and Long Term Care	16,806.3	4,529.6	9,317.6	3,670.0	195.0	1,522.0	5,387.0	3,930.6
Infrastructure & Operations	1,237.0	645.0	3,105.2	370.0	1,660.3	50.0	2,080.3	1,024.9
	21,462.0	4,516.2	14,842.7	10,415.7	39.0	452.1	10,906.8	3,935.9
<b>Total City Departments</b>	<b>43,432.3</b>	<b>12,812.8</b>	<b>29,549.6</b>	<b>14,455.7</b>	<b>2,856.4</b>	<b>2,024.1</b>	<b>19,336.2</b>	<b>10,213.4</b>
Boards and Agencies	5,961.1	5,381.1	9,625.4	-	600.0	4,961.0	5,561.0	4,064.4
<b>Total Capital Budget before EIRP, Debenture Financing, and Contributions to Capital Reserves</b>	<b>49,393.4</b>	<b>18,193.9</b>	<b>39,175.0</b>	<b>14,455.7</b>	<b>3,456.4</b>	<b>6,985.1</b>	<b>24,897.2</b>	<b>14,277.8</b>
Enhanced Infrastructure Renewal Program (EIRP)	8,440.6	8,440.6	8,440.6					8,440.6
<b>Total Capital Budget before Debenture Financing, and Contributions to Capital Reserves</b>	<b>57,834.0</b>	<b>26,634.5</b>	<b>47,615.6</b>	<b>14,455.7</b>	<b>3,456.4</b>	<b>6,985.1</b>	<b>24,897.2</b>	<b>22,718.4</b>
Debenture Financing - Annual Borrowing		(7,284.4)						(7,284.4)
Debenture Financing - Special		(4,000.0)						-
Contributions to Capital Reserves		977.6						937.6
<b>Total Capital Budget Including EIRP</b>	<b>57,834.0</b>	<b>16,327.7</b>	<b>47,615.6</b>	<b>14,455.7</b>	<b>3,456.4</b>	<b>6,985.1</b>	<b>24,897.2</b>	<b>16,371.6</b>

\* Other includes interdepartmental recoveries, capital carryforwards, local improvement taxes, user fees, and projects which will not proceed unless external funding is made available (ex. Waverly Library renewal).

**City of Thunder Bay**  
**Tax Supported Capital - Enhanced Infrastructure Renewal Program (EIRP) Summary Proposed 2018**  
**(In \$000's)**

		<b>2018 Proposed Budget</b>
<b>Infrastructure &amp; Operations</b>		
<i>Pavement Rehabilitation</i>	Asphalt - Enhanced Pavement Management	178.0
<i>Pavement Rehabilitation</i>	Asphalt - Miscellaneous Patching	550.0
<i>Pavement Rehabilitation</i>	Court Street - Bay to Wilson	36.0
<i>Pavement Rehabilitation</i>	Court Street - Egan to Gibson	80.0
<i>Pavement Rehabilitation</i>	Dawson Road - Hazelwood Road to Hunter Road	70.0
<i>Pavement Rehabilitation</i>	Dease Street - Vickers to McKellar	75.0
<i>Pavement Rehabilitation</i>	Enhanced Residential Road Work	611.4
<i>Pavement Rehabilitation</i>	Guide Rails/Retaining Walls	250.0
<i>Pavement Rehabilitation</i>	Surface and Crack Sealing	200.0
<i>Pavement Rehabilitation</i>	Victoria Avenue Waterloo Street to Edward Street	100.0
<i>Pavement Rehabilitation</i>	Winnipeg Avenue Beverly to Inchiquin	50.0
<hr/> <i>Total Pavement Rehabilitation</i>		<hr/> <i>2,200.4</i>
<i>Road Network Improvements</i>	Memorial Avenue at Harbour Expressway New Right Turn Lane	200.0
<hr/> <i>Total Road Network Improvements</i>		<hr/> <i>200.0</i>
<i>Sidewalks</i>	Caroline Avenue N/S Edward Street to Brown Street	53.6
<i>Sidewalks</i>	Court Street E/S Fitzgerald Street to Beck Street	211.0
<i>Sidewalks</i>	Hollow Sidewalk Replacement	521.4
<i>Sidewalks</i>	Rupert Street W/S Bay to Cornwall	65.0
<i>Sidewalks</i>	Sidewalk Rehab Alternatives	100.0
<hr/> <i>Total Sidewalks</i>		<hr/> <i>951.0</i>
<i>Storm Water Management</i>	Blucher Ave - Blucher Cres to Walkover	65.0
<i>Storm Water Management</i>	Empress Avenue Relief Sewer Phase II	100.0
<i>Storm Water Management</i>	High Street - Hebert to 40 m S	25.0
<i>Storm Water Management</i>	Low Impact Development Stormwater Facilities	100.0
<i>Storm Water Management</i>	Rehabilitation/Replacement Unspecified	100.0
<i>Storm Water Management</i>	Storm Sewer Infrastructure - Intercity Priorities	75.0
<i>Storm Water Management</i>	Winnipeg Avenue Beverly to Inchiquin	20.0
<hr/> <i>Total Storm Water Management</i>		<hr/> <i>485.0</i>
<i>Parks</i>	EAB Response	625.0
<i>Parks</i>	Historical Artifact Maintenance	25.0
<i>Parks</i>	Neighbourhood Parks - Dev. & Upgrade	75.0
<i>Parks</i>	Playground Equipment & Structures	75.0
<i>Parks</i>	Priority Infrastructure Renewal	500.0
<i>Parks</i>	Spray Pads	50.0
<hr/> <i>Total Parks</i>		<hr/> <i>1,350.0</i>

City of Thunder Bay  
Tax Supported Capital - Enhanced Infrastructure Renewal Program (EIRP) Summary Proposed 2018  
(In \$000's)

		2018 Proposed Budget
<i>Bridges &amp; Culverts</i>	Main Street Bridge (Rehabilitation)	535.8
<i>Total Bridges &amp; Culverts</i>		535.8
<i>Streetlighting</i>	Chippewa Road James Street to Mountain Road	300.0
<i>Streetlighting</i>	Intersection Partial Rebuilds	100.0
<i>Streetlighting</i>	LED Arterial and Collector Street Light Retrofit	250.0
<i>Streetlighting</i>	Pedestrian Crossovers	150.0
<i>Streetlighting</i>	Tungsten - Central to Alloy	60.0
<i>Streetlighting</i>	Wireless Communication Project	200.0
<i>Total Streetlighting</i>		1,060.0
<b>Total Infrastructure &amp; Operations</b>		<b>6,782.2</b>
<b>Community Services</b>		
<i>Asset Management</i>	Arenas & Stadia Facilities	210.0
<i>Asset Management</i>	Auditorium - HVAC Replacement / Upgrades Energy Audit Recommendation	225.3
<i>Asset Management</i>	Canada Games Complex	315.0
<i>Asset Management</i>	Community Center Facilities	529.2
<i>Asset Management</i>	Fire Hall Facilities	130.0
<i>Asset Management</i>	Police Facilities	48.9
<i>Asset Management</i>	Transit Facilities	200.0
<i>Total Asset Management</i>		1,658.4
<b>Total Community Services</b>		<b>1,658.4</b>
<b>Development &amp; Emergency Services</b>		
<b>Total Development &amp; Emergency Services</b>		-
<b>Outside Boards &amp; Agencies</b>		
<b>Total Outside Boards &amp; Agencies</b>		-
<b>Total Proposed 2018 EIRP</b>		<b>8,440.6</b>

**CITY OF THUNDER BAY - TAX SUPPORTED  
Summary of Proposed One Time**

**One Time Items**

<b>Department</b>	<b>Division</b>	<b>Description</b>	<b>FTEs</b>	<b>Gross \$ (in 000's)</b>	<b>Net \$</b>
<b>City Manager's Office</b>					
	Office of the City Clerk	<p><b>Municipal Election</b> The cost of the 2018 Municipal Election is projected at \$560,100 with a net cost of \$88,700 after taking funds available in the Election Reserve Fund. This cost includes all staffing, polling stations, equipment purchase and rental, postage, voters list costs and advertising expenses associated with the election. City Council approved the use of internet and telephone voting in 2016 which has been included in the 2018 budget submission.</p>	1.6	560.1	88.0
	Office of the City Clerk	<p><b>Ontario Heritage Conference</b> In 2018, the Ontario Heritage Conference will be taking place in Thunder Bay which will allow members of the committee greater participation as travel costs will not be required. A one time addition of \$700 is projected to accommodate the cost of participation.</p>	-	0.7	0.7
<b>Total Office of the City Clerk</b>			<u>1.6</u>	<u>560.8</u>	<u>88.7</u>
	Corporate Strategic Services	<p><b>Respect Intern</b> Continuation of the Respect Intern position (1.0 FTE) at a gross cost of \$56,100 and \$31,100 net budget impact as \$25,000 is funded by NOHFC. The application was supported by the Anti-Racism Advisory Committee which partnered with Crime Prevention on the development and implementation of a community communication strategy respect campaign. This grant will not be renewed in 2019.</p>	1.0	56.1	31.1
	Corporate Strategic Services	<p><b>Website Development</b> Website Development position (0.5 FTE) at a gross cost of \$38,700 and \$8,600 net budget impact as a dedicated resource for the implementation of the website renewal process, which is a major body of work that is outside the routine communications function.</p>	0.5	38.7	8.6
<b>Total Corporate Strategic Services</b>			<u>1.5</u>	<u>94.8</u>	<u>39.7</u>
<b>Total City Manager's Office</b>			<u><b>3.1</b></u>	<u><b>655.6</b></u>	<u><b>128.4</b></u>

**CITY OF THUNDER BAY - TAX SUPPORTED  
Summary of Proposed One Time**

**One Time Items**

<b>Department</b>	<b>Division</b>	<b>Description</b>	<b>FTEs</b>	<b>Gross \$ (in 000's)</b>	<b>Net \$</b>
<b>Community Services</b>					
	Recreation & Culture	<b>PRO Kids Assistant</b> The PRO Kids Marketing and Fundraising Assistant position (1.0 FTE) will be funded from the PRO Kids Reserve Fund in order to aid in the delivery of the PRO Kids program and assist with community initiatives. Gross budget impact is \$59,200 with no net budget impact.	1.0	59.2	-
	Recreation & Culture	<b>2020 Special Olympics Winter Games</b> The annual tax supported operating contribution towards the 2020 Special Olympics Winter Games for 2018, 2019 and 2020 as approved in Report No 101/2017. Gross and net budget impact is \$100,000.	-	100.0	100.0
		<b>Total Recreation &amp; Culture</b>	<b>1.0</b>	<b>159.2</b>	<b>100.0</b>
		<b>Total Community Services</b>	<b>1.0</b>	<b>159.2</b>	<b>100.0</b>
<b>Corporate</b>					
	Other General Financial Expenditures	<b>Payment Card Industry (PCI) Compliance</b> There is an expansion in Professional Services to engage a Payment Card Industry (PCI) certified vendor to assess the current state and assist with next steps in order for the City to achieve and then maintain PCI compliance. Payment Card Industry Data Security Standards (PCI DSS) are designed to provide merchants a single set of requirements for safeguarding sensitive data. The standards require that all merchants (regardless of their size or type of payment system) that store, process, transmit or have access to cardholder data must be in compliance to protect that data. Gross and net budget impact is \$50,000.	-	50.0	50.0
	Other General Financial Expenditures	<b>Age Friendly Initiative</b> One time funding of \$15,000 is included to proceed with the implementation of the Age Friendly Initiative Proposed Structure and to further the development of Age Friendly Thunder Bay as a backbone community organization.	-	15.0	15.0
		<b>Total Corporate</b>	<b>-</b>	<b>65.0</b>	<b>65.0</b>
<b>Outside Boards</b>					
	Thunder Bay Police Services	<b>Public Survey</b> There is a requirement to conduct a public survey in 2018 as part of the ongoing organizational change project. Gross and net budget impact of \$30,000 for one year only.	-	30.0	30.0
		<b>Total Outside Boards</b>	<b>-</b>	<b>30.0</b>	<b>30.0</b>
		<b>Total One Time Items</b>	<b>4.1</b>	<b>909.8</b>	<b>323.4</b>

**CITY OF THUNDER BAY - TAX SUPPORTED  
Summary of Proposed User Fee Increases**

**User Fees**

<b>Department</b>	<b>Division</b>	<b>Description</b>	<b>FTEs</b>	<b>Gross \$ (in 000's)</b>	<b>Net \$</b>
<b>Community Services</b>					
	Recreation & Culture	<p><b>Cultural Development and Events</b> User fees were reviewed for all Cultural Development and Events items, with increases made where appropriate. The average increase was approximately 2.5%. The total impact of these increases on revenue is \$1,900.</p>	-	-	(1.9)
	Recreation & Culture	<p><b>Arenas and Stadia</b> User fees were reviewed for all Arena and Stadia items. The average increase was approximately 3.0%. The total impact of all of the Arenas and Stadia fee increases on revenue is \$16,200.</p>	-	-	(16.2)
	Recreation & Culture	<p><b>Children &amp; Youth Services</b> User fees were reviewed for all Children and Youth programs, with increases made where appropriate. The average increase was approximately 2.6%. The total impact of these increases on revenue is \$500.</p>	-	-	(0.5)
	Recreation & Culture	<p><b>Community Aquatics and Canada Games Complex</b> User fees were reviewed for all Community Aquatics and Canada Games Complex programs, with increases made where appropriate. The average increase was approximately 2.0%. The total impact of these increases on revenue is \$34,900.</p>	-	-	(34.9)
	Recreation & Culture	<p><b>Community Centres</b> User fees were reviewed for the Community Centres area, with increases made where appropriate. The average increase was approximately 2.0%. These fee changes are not expected to have any impact on overall Community Centre revenue.</p>	-	-	-
	Recreation & Culture	<p><b>Older Adults Centres</b> User fees were reviewed for the Older Adult Centres, with increases made where appropriate. The average increase was approximately 2.5%. The total impact of these increases on revenue is \$20,500.</p>	-	-	(20.5)
	Recreation & Culture	<p><b>Child Care</b> Fees that are currently at the TBDSSAB maximum rates are being increased by approximately 2%. The total anticipated impact of these increases on revenue is \$13,500.</p>	-	-	(13.5)
		<b>Total Recreation &amp; Culture</b>	<u>-</u>	<u>-</u>	<u>(87.5)</u>
		<b>Total Community Services</b>	<u>-</u>	<u>-</u>	<u>(87.5)</u>

**CITY OF THUNDER BAY - TAX SUPPORTED  
Summary of Proposed User Fee Increases**

**User Fees**

<b>Department</b>	<b>Division</b>	<b>Description</b>	<b>FTEs</b>	<b>Gross \$ (in 000's)</b>	<b>Net \$ (in 000's)</b>
<b>Corporate Services &amp; Long Term Care</b>					
	Corporate Services	<p><b>Manual Final and New Account Set Up - Water Accounts</b>                      Addition of new fees for: Manual Final (\$10) and New Account Setup fees (\$35). Manual Final bills are issued as the final statement to the previous resident when there is a change in ownership or tenancy. The New Account Setup fee is charged to recover the cost of setting up water accounts (such as for a new house). Expected revenue is \$17,000 and \$4,400 respectively and is passed on to the water and wastewater budgets for a net tax supported impact of nil.</p>	-	-	-
	Corporate Services	<p><b>New Account Set Up - Tax Accounts</b>                      Addition of new fee for: New Account Setup fee (\$35). Fee is charged to recover cost of setting up new tax accounts. Expected revenue is \$4,400.</p>	-	-	(4.4)
		<b>Total Corporate Services</b>	-	-	<b>(4.4)</b>
	Long Term Care and Senior Services	<p><b>Hairdresser Administrative Fee</b>                      The proposed 2018 budget includes an increase in the hairdresser administrative fee from 5% to 7% of gross earnings. Gross and net budget impact is nil.</p>	-	-	-
		<b>Total Long Term Care and Senior Services</b>	-	-	-
		<b>Total Corporate Services &amp; Long Term Care</b>	-	-	<b>(4.4)</b>

**CITY OF THUNDER BAY - TAX SUPPORTED  
Summary of Proposed User Fee Increases**

**User Fees**

<b>Department</b>	<b>Division</b>	<b>Description</b>	<b>FTEs</b>	<b>Gross \$ (in 000's)</b>	<b>Net \$</b>
<b>Development &amp; Emergency Services</b>					
	Development Services	<p><b>Business Licenses</b> Business licenses will be increased by \$25 from \$225 to \$250 resulting in an 11% increase in revenues with a net impact of \$20,000.</p> <p>Business licenses being increased include Eating Establishment or food shop class license issued to any other person, Hairstylist's license, Lodging house license, Master plumber's license, Plumbing contractor's license, Stationary peddler license to any other person, Peddler license issued to any other person, Pet shop license, Public hall license issued to any other person, Refreshment vehicle license for a chip truck, hot dog cart, ice cream cart, popcorn cart issued to any other person, Other refreshment vehicle issued to any other person, Trailer park license.</p>	-	-	(20.0)
	Development Services	<p><b>Application Fees</b> Increase application fee for Official Plan Amendment by \$1,000 from \$3,000 to \$4,000, increase application for Zoning By-law Amendment by \$1,000 from \$2,000 to \$3,000 and increase Combined Official Plan and Zoning By-law Amendment by \$2,000 from \$4,500 to \$6,500. The net and gross impact will be a projected \$24,000 or 10% increase in revenue.</p>	-	-	(24.0)
		<b>Total Development Services</b>	-	-	<b>(44.0)</b>
		<b>Total Development &amp; Emergency Services</b>	-	-	<b>(44.0)</b>
<b>Infrastructure &amp; Operations</b>					
	Parks	<p><b>Parks Fees</b> User fees for Parks (Campgrounds, Cemeteries, Field Rentals, Golf etc.) have been increased resulting in a net budget impact of \$26,000. These changes are required to recognize ongoing increases in the cost to deliver programs and services. Rates may vary between services based on competitive pressures, but an average increase of 3% has been targeted for a number of programs.</p>	-	-	(26.0)
		<b>Total Parks</b>	-	-	<b>(26.0)</b>
		<b>Total Infrastructure &amp; Operations</b>	-	-	<b>(26.0)</b>
		<b>Total Tax Supported Departments</b>	-	-	<b>(161.9)</b>



**CITY OF THUNDER BAY - TAX SUPPORTED  
Summary of Proposed User Fee Increases**

**User Fees**

<b>Department</b>	<b>Division</b>	<b>Description</b>	<b>FTEs</b>	<b>Gross \$ (in 000's)</b>	<b>Net \$</b>
<b>Outside Boards</b>					
	Parking Authority	<p><b>Parking Rates</b>            Parking Authority Board members approved in principle an increase of \$5 to all parking infraction fines (ranging from \$20-\$305 and changing to \$25-\$310).            This increase is expected to add an additional \$56,400 to revenues in 2018.</p> <p>Board members approved in principle an increase of \$1 (2%) to the monthly rental rate of surface lots (from \$48 to \$49).            This increase is expected to add an additional \$2,450 to revenues in 2018.</p> <p>Board members approved in principle an increase of \$1 (2%) to the monthly rental rate at the parkades (from \$53 to \$54).            This increase is expected to add an additional \$3,800 to revenues in 2018.</p> <p>Board members approved in principle an increase of \$1 (20%) to the maximum daily rate at the parkades (from \$5 to \$6).            This increase is expected to add an additional \$7,400 to revenues in 2018.</p> <p>All rate increases are proposed to take effect by June 2018.</p>			
			-	-	(70.1)
<b>Total Outside Boards</b>			<u>-</u>	<u>-</u>	<u>(70.1)</u>
<b>Total User Fees</b>			<u>-</u>	<u>-</u>	<u>(232.0)</u>

**CITY OF THUNDER BAY - TAX SUPPORTED  
Summary of Proposed Reductions**

**Reductions**

<b>Department</b>	<b>Division</b>	<b>Description</b>	<b>FTEs</b>	<b>Gross \$ (in 000's)</b>	<b>Net \$</b>
<b>Community Services</b>					
	General Manager's Office	<b>Waterfront Operations</b> Reduction of Prince Arthur's Landing Coordinator contract position (1.0 FTE), realigned responsibilities into Recreation and Culture Division. Gross and net budget reduction of \$95,100.	(1.0)	(95.1)	(95.1)
	General Manager's Office	<b>Corporate Project Management</b> Reduction of Corporate Project Manager contract position (0.2 FTE). Gross budget impact of \$28,600 with no net budget impact.	(0.2)	(28.6)	-
		Total General Manager's Office	<u>(1.2)</u>	<u>(123.7)</u>	<u>(95.1)</u>
	Recreation & Culture	<b>55 Plus Centre Operations</b> Reduction of Administrative Assistant position (1.0 FTE) from the 55 Plus Centre. Gross and net budget impact of \$76,000.	(1.0)	(76.0)	(76.0)
	Recreation & Culture	<b>Operations</b> The 2018 impact of staffing reductions made as part of the 2017 budget process (1.5 FTE). Gross and net budget impact of \$155,200.	(1.5)	(155.2)	(155.2)
	Recreation & Culture	<b>Child Care Operations</b> Realignment of Child Care staff in order to satisfy new Child Care regulations resulted in a reduction of (0.2 FTE). Gross and net budget impact \$15,100.	(0.2)	(15.1)	(15.1)
	Recreation & Culture	<b>Arenas and Stadia Operations</b> Reduction of Parksworker position (1.0 FTE) from Arenas and Stadia. Gross and net budget impact of \$67,500.	(1.0)	(67.5)	(67.5)
		Total Recreation & Culture	<u>(3.7)</u>	<u>(313.8)</u>	<u>(313.8)</u>
		<b>Total Community Services</b>	<u><b>(4.9)</b></u>	<u><b>(437.5)</b></u>	<u><b>(408.9)</b></u>
<b>Corporate</b>					
	Other General Financial Expenditures	<b>Vacancy Rebate Program</b> As per Report No. 117/2017, City administration is recommending that the Vacancy Rebate Program to businesses be phased out over a period of two years saving \$350,000 in 2018, down from the current \$700,000 budgeted.	-	(350.0)	(350.0)

**CITY OF THUNDER BAY - TAX SUPPORTED  
Summary of Proposed Reductions**

**Reductions**

<b>Department</b>	<b>Division</b>	<b>Description</b>	<b>FTEs</b>	<b>Gross \$ (in 000's)</b>	<b>Net \$</b>
<b>Corporate</b>					
	Provisions to Capital Reserve Funds	<b>Renew Thunder Bay Reserve Fund</b> Reduced contribution to Renew Thunder Bay Reserve Fund.	-	-	(50.0)
			<b>Total Corporate</b>	<b>(350.0)</b>	<b>(400.0)</b>
<b>Corporate Services &amp; Long Term Care</b>					
	Corporate Services	<b>Water</b> Elimination of water meter reading contract. Water meter reading will no longer be outsourced, but will be done in-house by city staff. The contracted meter reading service will be replaced by three city staff meter readers - two existing positions and one FTE expansion. Gross savings of \$99,300, net savings of \$23,200. These savings are passed on to the water and wastewater budgets for a net tax supported impact of nil.	-	(99.3)	-
	Corporate Services	<b>Tax</b> Eliminate Assessment Officer (1.0 FTE). Workload changes and reassignment of duties to a Tax Revenue Analyst have resulted in this position being eliminated. Gross and net savings of \$81,600.	(1.0)	(81.6)	(81.6)
	Corporate Services	<b>Tax</b> Eliminate small summer student position (0.1 FTE). Summer student support is not being utilized. Gross and net savings of \$2,600.	(0.1)	(2.6)	(2.6)
	Corporate Services	<b>Cashiers</b> Reduce Temp Payment Processing Clerk (0.7 FTE). Fewer temp hours are needed to maintain service levels. Gross and net savings are \$33,500.	(0.7)	(33.5)	(33.5)
			<b>Total Corporate Services</b>	<b>(217.0)</b>	<b>(117.7)</b>
	Long Term Care and Senior Services	<b>Maintenance</b> Decreased hours (0.3 FTEs) in an effort to reduce increasing budget costs. Reduction will decrease replacement of full-time vacation and sick time. Gross and net budget reduction of \$21,700.	(0.3)	(21.7)	(21.7)
	Long Term Care and Senior Services	<b>Meals on Wheels</b> Decreased hours (0.4 FTEs) of Meals on Wheels assistants due to the amalgamation of Jasper Support Services and Meals on Wheels. Gross and net budget impact of \$21,100.	(0.4)	(21.1)	(21.1)

**CITY OF THUNDER BAY - TAX SUPPORTED  
Summary of Proposed Reductions**

**Reductions**

<b>Department</b>	<b>Division</b>	<b>Description</b>	<b>FTEs</b>	<b>Gross \$ (in 000's)</b>	<b>Net \$</b>
<b>Corporate Services &amp; Long Term Care</b>					
	Long Term Care and Senior Services	<b>Food Services</b> Decreased hours (0.4 FTEs) of Part Time Supervisor due to reallocation of duties to Dietitian and Cooks to meet Ministry standards. Gross and net budget impact of \$38,000.	(0.4)	(38.0)	(38.0)
		Total Long Term Care and Senior Services	<u>(1.1)</u>	<u>(80.8)</u>	<u>(80.8)</u>
		<b>Total Corporate Services &amp; Long Term Care</b>	<b><u>(2.9)</u></b>	<b><u>(297.8)</u></b>	<b><u>(198.5)</u></b>
<b>Development &amp; Emergency Services</b>					
	Development Services	<b>Plans Examiner</b> A Plans Examiner position is being eliminated in 2018 reducing compliment in the Building Services Division from 18 to 17 resulting in gross and net impact of \$86,000. The elimination of this position may mean customers will have to wait slightly longer for issuance of their permit.	(1.0)	(86.0)	(86.0)
		Total Development Services	<u>(1.0)</u>	<u>(86.0)</u>	<u>(86.0)</u>
	Superior North EMS	<b>Administration</b> SNEMS recommends a reduction of 1.3 FTE administrative positions. This is possible because of identified operational efficiencies and the re-alignment of duties. Gross and net budget reduction of \$96,900.	(1.3)	(96.9)	(96.9)
		Total Superior North EMS	<u>(1.3)</u>	<u>(96.9)</u>	<u>(96.9)</u>
		<b>Total Development &amp; Emergency Services</b>	<b><u>(2.3)</u></b>	<b><u>(182.9)</u></b>	<b><u>(182.9)</u></b>
		<b>Total Tax Supported Departments</b>	<b><u>(10.1)</u></b>	<b><u>(1,268.2)</u></b>	<b><u>(1,190.3)</u></b>
<b>Outside Boards</b>					
	Thunder Bay Police Service	<b>Operations</b> A net reduction of 0.4 FTEs resulting in a gross and net budget impact of \$39,900.	(0.4)	(39.9)	(39.9)
		Total Outside Boards	<u>(0.4)</u>	<u>(39.9)</u>	<u>(39.9)</u>
		<b>Total Reductions</b>	<b><u>(10.5)</u></b>	<b><u>(1,308.1)</u></b>	<b><u>(1,230.2)</u></b>

**CITY OF THUNDER BAY - TAX SUPPORTED  
Summary of Proposed Expansions**

**Expansions**

<b>Department</b>	<b>Division</b>	<b>Description</b>	<b>FTEs</b>	<b>Gross \$ (in 000's)</b>	<b>Net \$</b>
<b>City Manager's Office</b>					
	Office of the City Clerk	<p><b>Electronic Records Management</b> The investment of an Electronic Records Management System (maintenance, support and retention of electronic records for the Corporation) is a capital expense that has been projected to begin in the 2017 budget year. Operating impact of this capital project results in the annual purchase of licenses for the software. The cost projected for 2018 is \$18,000 and has been included as an expansion in the City Archives budget in the Office of the City Clerk. Gross and net budget impact of \$18,000.</p>	-	18.0	18.0
		Total Office of the City Clerk	-	18.0	18.0
	City Solicitor and Corporate Counsel	<p><b>Junior Solicitor</b> The City Solicitor's Department is in grave need of assistance due to an overwhelming amount of work that flows through our office. A junior solicitor would focus their attention on less substantial items or assignments which are required to be completed, such as the review of agreements, assisting the department in improving the turn-around time for daily City departmental questions and relieving the City Solicitor and Deputy Solicitor of a substantial amount of work.</p> <p>The junior solicitor would assist in addressing the daily legal work. This assistance will alleviate the pressure on the City Solicitor and Deputy City Solicitor permitting each to work more efficiently on more urgent and in-depth matters. 1.0 FTE increase with a gross and net budget impact of \$125,200.</p>	1.0	125.2	125.2
		Total City Solicitor and Corporate Counsel	1.0	125.2	125.2
	Human Resources and Corporate Safety	<p><b>Wellness Program</b> Expansion of wellness coordinator from 0.5 to 1.0 FTE to assist in promotion of mental health wellness and creation of a psychologically healthy and safe workplace and respond to expanding legal and legislative obligations. Funding also moved from premium contributions to administrative recovery. Gross and net budget impact of \$40,800.</p>	0.5	40.8	40.8
	Human Resources and Corporate Safety	<p><b>Library Funding</b> Expansion is fully funded through revenues for support services to Thunder Bay Public Library (TBPL). 0.5 FTE position affords capacity to provide services to TBPL. Gross budget impact of \$50,300 with no net budget impact.</p>	0.5	50.3	-
		Total Human Resources and Corporate Safety	1.0	91.1	40.8
		<b>Total City Manager's Office</b>	<b>2.0</b>	<b>234.3</b>	<b>184.0</b>

**CITY OF THUNDER BAY - TAX SUPPORTED  
Summary of Proposed Expansions**

**Expansions**

<b>Department</b>	<b>Division</b>	<b>Description</b>	<b>FTEs</b>	<b>Gross \$ (in 000's)</b>	<b>Net \$</b>
<b>Corporate</b>					
	Contributions to Community Groups/Organizations	<b>Grant Programs</b> Recommended funding increase for the Sustaining Grant where it exceeds the annual budget directive amount as per Corporate Report R11/2017. Gross and net budget impact of \$127,400.	-	127.4	127.4
	Other General Financial Expenditures	<b>Food Strategy</b> Funding of \$35,000 is included for the Thunder Bay & Area Food Strategy for this important initiative to continue its valuable work.	-	35.0	35.0
	Other General Financial Expenditures	<b>Age Friendly</b> Funding of \$35,000 is included to proceed with the implementation of the Age Friendly Initiative Proposed Structure and to further the development of Age Friendly Thunder Bay as a backbone community organization.	-	35.0	35.0
	Other General Financial Expenditures	<b>Inquest Related</b> Per Corporate Report R 142/2017, Council approved, based on a preliminary costing, that funding be included for consideration in the 2018 Budget for the first phase of Inquest-related actions including:  Funding of \$100,000 for enhanced training of existing city employees in response to the Truth and Reconciliation Call to Action 57; and to begin the process to implement recommendations of the Watercourse/River Safety Audit implementation.  Pilot project for First Nation Secondary School Pass subsidized program at a cost of \$68,000 to help overcome barriers faced by students who come to Thunder Bay from northern communities with respect to Transportation issues to and from school as well as when accessing City programs and recreational service opportunities.	-	168.0	168.0

**CITY OF THUNDER BAY - TAX SUPPORTED  
Summary of Proposed Expansions**

**Expansions**

<b>Department</b>	<b>Division</b>	<b>Description</b>	<b>FTEs</b>	<b>Gross \$ (in 000's)</b>	<b>Net \$</b>
<b>Corporate</b>					
	Other General Financial Expenditures	<b>Public Consultation</b> Funding of \$20,000 is included as dedicated funding to continue to hold and enhance the public consultation process in order to inform and actively involve citizens and community stakeholders as part of the annual budget process.	-	20.0	20.0
	Tax Write-Offs and Other Legislative Rebates	<b>Snow Clearing Program for Seniors</b> Slow clearing program for senior residents. This program will offer credits to senior residents to cover the costs of winter snow clearing. Increased costs of \$80,000.	-	80.0	80.0
	Provisions to Operating Reserve Funds	<b>CEDC (Community Economic Development Commission) Reserve Fund</b> A contribution to the Community Economic Development Commission Reserve Fund is recommended to begin to replenish the balance in this Reserve Fund. Net budget impact of \$134,900.	-	-	134.9
	Provisions to Operating Reserve Funds	<b>WSIB Reserve Fund</b> An additional contribution to the WSIB Reserve Fund is recommended to address additional costs arising from presumptive legislation. Net budget impact of \$100,000.	-	-	100.0
	Provisions to Capital Reserve Funds	<b>Community Partnership Reserve Fund</b> An increase to the annual contribution to the Community Partnership Reserve Fund is recommended to replenish the balance in this Reserve Fund. The contribution is increasing from \$50,000 to \$75,000 for a net budget impact of \$25,000.	-	-	25.0
<b>Total Corporate</b>			<u>-</u>	<u>465.4</u>	<u>725.3</u>

**CITY OF THUNDER BAY - TAX SUPPORTED  
Summary of Proposed Expansions**

**Expansions**

<b>Department</b>	<b>Division</b>	<b>Description</b>	<b>FTEs</b>	<b>Gross \$ (in 000's)</b>	<b>Net \$</b>
<b>Corporate Services &amp; Long Term Care</b>					
	Corporate Services	<p><b>Provincial Land Taxes</b> Add two Summer Students (0.7 PTE total). Summer students will support the department during summer vacation periods to maintain service levels in accordance with contract. Total cost of \$29,700 is recovered from Province – no additional cost to the department.</p>	0.7	29.7	-
	Corporate Services	<p><b>Water</b> Expansion of 1.0 FTE Water Meter Reader and related uniform and mileage costs. Water meter reading services will be brought back in-house with an expansion of 1.0 FTE. This FTE will add \$67,600, plus \$1,500 for uniforms and \$7,000 for mileage. Net savings of \$23,200. This expansion is recovered from the water and wastewater budgets for a net tax supported impact of nil.</p>	1.0	76.1	-
	Corporate Services	<p><b>Tax</b> Create Property Valuation Specialist position. The Property Valuation Specialist will be responsible for representing the Corporation at Assessment Review Board appeal hearings and will have decision making authority in appeals and settlements. Gross and net budget impact of \$104,400.</p>	1.0	104.4	104.4
	Corporate Services	<p><b>Software Rental - Website and Intranet</b> There is an expansion in Software Rental for the licence, hosting and support annual fees for the new website and intranet that are included in the capital budget submission. The new City website will be mobile-friendly, integrated with social media, a hub for citizen engagement, and provide easier access to information and services through improved navigation, design and search capabilities. Gross and net budget impact is \$23,000.</p>	-	23.0	23.0
	Corporate Services	<p><b>Software Rental - Security</b> There is an expansion in Software Rental for the increase in annual software licence costs for increased security measures that is included in the capital budget submission. With a changing threat landscape, this solution will isolate content from the internet and prevent attackers from exploiting privileges. Gross and net budget impact is \$16,800.</p>	-	16.8	16.8
<b>Total Corporate Services</b>			<b>2.7</b>	<b>250.0</b>	<b>144.2</b>



**CITY OF THUNDER BAY - TAX SUPPORTED  
Summary of Proposed Expansions**

**Expansions**

<b>Department</b>	<b>Division</b>	<b>Description</b>	<b>FTEs</b>	<b>Gross \$ (in 000's)</b>	<b>Net \$</b>
<b>Corporate Services &amp; Long Term Care</b>					
	Long Term Care and Senior Services	<b>Food Services</b> Increased hours (0.2 FTEs) of Food Service Workers due to catering increases. Gross budget impact of \$38,600 (including additional food) and net budget profit of \$10,000.	0.2	38.6	(10.0)
	Long Term Care and Senior Services	<b>Jasper Place</b> Increased hours (0.3 FTEs) of Jasper assistants due to the amalgamation of Jasper Support Services and Meals on Wheels. Gross and net budget impact of \$17,800.	0.3	17.8	17.8
		Total Long Term Care and Senior Services	0.5	56.4	7.8
		<b>Total Corporate Services &amp; Long Term Care</b>	<b>3.2</b>	<b>306.4</b>	<b>152.0</b>
<b>Development &amp; Emergency Services</b>					
	Superior North EMS	<b>CTB Operations</b> Part way through last year Council approved additional paramedic resources recommended to meet rapidly rising demands for service (R119/2017). Additional resources are recommended this year. In total these resources represent an increase of 8.0 FTE positions with a gross budget impact of \$633,300 and net impact of \$506,600. Some of the additional resources are being phased in during 2018/19 and will result in an additional 2.5 FTEs with an approximate net budget impact of \$254,600 in 2019.	8.0	633.3	506.6
	Superior North EMS	<b>District Operations</b> An increase in Paramedic wages equivalent to 0.6 FTE are required to meet collective agreement changes pertaining to replacement wages. Gross impact of \$60,500 and a net impact of \$48,500.	0.6	60.5	48.5
	Superior North EMS	<b>Administration</b> The creation of a Mental Health Coordinator position is proposed to advance mental health initiatives within SNEMS. Gross impact of \$104,200 and net impact of \$83,400.	1.0	104.2	83.4
		Total Superior North EMS	9.6	798.0	638.5

**CITY OF THUNDER BAY - TAX SUPPORTED  
Summary of Proposed Expansions**

**Expansions**

<b>Department</b>	<b>Division</b>	<b>Description</b>	<b>FTEs</b>	<b>Gross \$</b>	<b>Net \$</b>
			<b>(in 000's)</b>		
<b>Development &amp; Emergency Services</b>					
	Thunder Bay Fire Rescue	<p><b>Insurance Proceeds</b> The expansion is as the result of a resolution of Council specific to Report R84/2017. The report authorizes the Mayor and Clerk to establish an agreement with Fire Marque Inc. to submit claims and collect recoverable expenses using Indemnification Technology with respect to insured perils resulting from TBFR's response to attendance at incidents.</p> <p>Transfer to Reserve Fund Transfer to Reserve fund is the result of a resolution of Council specific to Report R84/2017 for the establishment of a TBFR Apparatus/Equipment Reserve Fund for the direction of monies collected as the result of the Indemnification Technology program.</p>	-	-	-
			-	-	-
			Total Thunder Bay Fire Rescue		
			-	-	-
			<b>Total Development &amp; Emergency Services</b>		
			<b>9.6</b>	<b>798.0</b>	<b>638.5</b>
<b>Infrastructure &amp; Operations</b>					
	Central Support	<p><b>Software</b> During 2017 the software used at the Landfill Kiosk was upgraded. The upgrade resulted in an increase in the annual maintenance costs for the software. Funding for ongoing maintenance and hardware improvements is now budgeted for in Central Support with a recovery line from Landfill operations to offset the costs incurred resulting in no net change to the Tax supported program.</p>	-	15.0	-
			-	15.0	-
			Total Central Support		
			-	15.0	-

**CITY OF THUNDER BAY - TAX SUPPORTED  
Summary of Proposed Expansions**

**Expansions**

<b>Department</b>	<b>Division</b>	<b>Description</b>	<b>FTEs</b>	<b>Gross \$ (in 000's)</b>	<b>Net \$</b>
<b>Infrastructure &amp; Operations</b>					
	Roads	<b>Roads Maintenance Report No. 94/2016</b> Increase of \$110,918 (1.0 FT and 0.7 PT) to implement next phase of Report R94/2016 to monitor and manage surface water drainage issues and repair road surfaces in order to better manage risk and achieve road standards.	1.7	110.9	110.9
	Roads	<b>Increase Roads Operation Maintenance</b> Operating expansion of \$51,700 for 2017 and 2018 Capital program expansions, including new Sidewalks (Arthur St., Windsor St., McPherson St. and Frederica St.), Trails at College and Wardrope Rd., street lights on Kelly St. and Chippewa Rd., and Low Impact Developments.	-	51.7	51.7
		<b>Total Roads</b>	<b>1.7</b>	<b>162.6</b>	<b>162.6</b>
	Parks	<b>Increase Parks Operation Maintenance</b> The 2018 Capital plan includes the addition of new trails to the existing network, resulting in an operating expansion of \$900 for trail maintenance.	-	0.9	0.9
	Parks	<b>Division Realignment</b> The 2018 Operating budget also increases the overall FTE count in Parks by a net of 1.2, as part of a review of staffing across the Division which took place in 2017. Changes include the realignment of Supervisory roles in Golf and Field operations in the North and South, as well as a review of Seasonal and Student complement. Partial offsets to increases in direct salary costs were found through the review of overtime, WSIB and other personnel costs. Gross and net budget impact of \$101,100.	1.2	101.1	101.1
		<b>Total Parks</b>	<b>1.2</b>	<b>102.0</b>	<b>102.0</b>
	Solid Waste - Tax supported	<b>Solid Waste Transition</b> Multi-year transition of Diversion from Tipping Fees to Tax funded. The 2018 tax supported budget has been increased by a second installment of \$550,000. Diversion programs continue to be planned in the rate program for 2018.	-	-	550.0
		<b>Total Solid Waste - Tax supported</b>	<b>-</b>	<b>-</b>	<b>550.0</b>
		<b>Total Infrastructure &amp; Operations</b>	<b>2.9</b>	<b>279.6</b>	<b>814.6</b>
		<b>Total Tax Supported Departments</b>	<b>17.7</b>	<b>2,083.7</b>	<b>2,514.4</b>

**CITY OF THUNDER BAY - TAX SUPPORTED  
Summary of Proposed Expansions**

**Expansions**

<b>Department</b>	<b>Division</b>	<b>Description</b>	<b>FTEs</b>	<b>Gross \$ (in 000's)</b>	<b>Net \$</b>
<b>Outside Boards</b>					
	Waterfront District BIA	<b>Membership and Beautification</b> Additional funds requested for membership (engagement, networking, and marketing programs) and beautification (ongoing revitalization programs, trees/tree lights, seagull maintenance, and walkability strategies). Gross and net budget impact of \$19,500.	-	19.5	19.5
	Thunder Bay Police Service	<b>Inquest Related</b> Funding is required specifically to allow Officers to travel to Northern Aboriginal Communities and provide information about urban life, dangers, etc. The target group is grade eight students who will be attending high school the following year and their parents and guardians. This initiative is based on an inquest recommendation and will have a gross and net budget impact of \$20,000 annually.	-	20.0	20.0
<b>Total Outside Boards</b>			<u>-</u>	<u>39.5</u>	<u>39.5</u>
<b>Total Expansions</b>			<u>17.7</u>	<u>2,123.2</u>	<u>2,553.9</u>

City of Thunder Bay  
2018 Rate Supported Proposed Operating Budget - Summary  
(In \$000s)

	Approved 2017	2018 Base	One Time	User Fees	Reductions	2018 Revised Base	2018 Increase (Decrease)	Expansions	Total 2018 \$ Request	Total 2018 % Change
<b>Infrastructure &amp; Operations</b>										
<b>Operating</b>										
Solid Waste	(88.0)	(131.4)	-	(137.8)	(564.9)	(834.1)	847.8%	15.0	(819.1)	830.8%
Wastewater	(3,385.8)	(4,543.2)	-	(496.8)	(45.2)	(5,085.2)	50.2%	48.8	(5,036.4)	48.8%
Waterworks	(4,847.6)	(4,736.3)	-	(593.8)	(54.1)	(5,384.2)	11.1%	45.7	(5,338.5)	10.1%
Boater Services	(64.9)	(68.1)	-	(15.8)	-	(83.9)	29.3%	13.2	(70.7)	8.9%
	<u>(8,386.3)</u>	<u>(9,479.0)</u>	<u>-</u>	<u>(1,244.2)</u>	<u>(664.2)</u>	<u>(11,387.4)</u>	<u>35.8%</u>	<u>122.7</u>	<u>(11,264.7)</u>	<u>34.3%</u>
<b>Total Operating</b>	<b>(8,386.3)</b>	<b>(9,479.0)</b>	<b>-</b>	<b>(1,244.2)</b>	<b>(664.2)</b>	<b>(11,387.4)</b>	<b>35.8%</b>	<b>122.7</b>	<b>(11,264.7)</b>	<b>34.3%</b>
<b>Capital</b>										
Solid Waste	937.5	285.0	-	-	-	285.0	(69.6)%	-	285.0	(69.6)%
Wastewater	5,158.5	7,529.0	-	-	-	7,529.0	46.0%	-	7,529.0	46.0%
Waterworks	7,955.2	7,912.0	-	-	-	7,912.0	(0.5)%	-	7,912.0	(0.5)%
Boater Services	-	-	-	-	-	-	0.0%	-	-	0.0%
<b>Total Capital</b>	<b>14,051.2</b>	<b>15,726.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,726.0</b>	<b>11.9%</b>	<b>-</b>	<b>15,726.0</b>	<b>11.9%</b>
<b>Provisions to/from Reserve Funds / Borrowing</b>										
Landfill Reserve Fund / Borrowing	(849.5)	(153.6)	-	137.8	564.9	549.1	(164.6)%	(15.0)	534.1	(162.9)%
Sewer Rate Reserve Fund / Borrowing	(1,772.7)	(2,985.8)	-	496.8	45.2	(2,443.8)	37.9%	(48.8)	(2,492.6)	40.6%
Waterworks Reserve Fund / Borrowing	(3,107.6)	(3,175.7)	-	593.8	54.1	(2,527.8)	(18.7)%	(45.7)	(2,573.5)	(17.2)%
Marina Reserve Fund	64.9	68.1	-	15.8	-	83.9	29.3%	(13.2)	70.7	8.9%
	<u>(5,664.9)</u>	<u>(6,247.0)</u>	<u>-</u>	<u>1,244.2</u>	<u>664.2</u>	<u>(4,338.6)</u>	<u>(23.4)%</u>	<u>(122.7)</u>	<u>(4,461.3)</u>	<u>(21.2)%</u>
<b>TOTAL BUDGET (NET)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

City of Thunder Bay  
 2018 Rate Supported Proposed Capital Budget Summary  
 (in \$000s)

	Approved 2017 Capital		Proposed 2018 Capital	
	Gross	Net	Gross	Net
<b>Infrastructure &amp; Operations</b>				
Solid Waste (Landfill & Recycling)	1,050.0	937.5	285.0	285.0
Wastewater (Sewer)	7,286.6	5,158.5	7,529.0	7,529.0
Waterworks	9,897.3	7,955.2	7,912.0	7,912.0
Waterfront Park - Boaters Services	460.0	-	60.0	-
Total Gross and Net Capital	18,693.9	14,051.2	15,786.0	15,726.0

**CITY OF THUNDER BAY - RATE SUPPORTED**  
**Summary of Proposed User Fee Increases**

**User Fees**

<b>Department</b>	<b>Division</b>	<b>Description</b>	<b>FTEs</b>	<b>Gross \$ (in 000's)</b>	<b>Net \$</b>
<b>Infrastructure &amp; Operations</b>					
	Solid Waste	<p><b>Tipping Fees</b>            Tipping fees have been increased by 3% in 2018 and are expected to generate \$137,800 in additional revenues.</p>	-	-	(137.8)
	Wastewater	<p><b>Sewer Surcharge</b>            Sewer surcharge rate will remain at 90% of water billings, and an increase on sewer revenues is forecast based on the Water rate increase of 3%. The net impact on revenues is forecast to be \$487,100 for 2018, after accounting for changes in consumption and water billing over the past five years.</p>	-	-	(487.1)
	Wastewater	<p><b>Account Fees</b>            Addition of new Manual Final (\$10) and New Account Setup fees (\$35). Manual Final bills are issued as the final statement to the previous resident when there is a change in ownership or tenancy. This is a new fee for Manual Finals. The New Account Setup fee is charged to recover the cost of setting up water accounts (such as for a new house) and is a new fee. Expected revenue for wastewater operations is \$7,700 and \$2,000 respectively.</p>	-	-	(9.7)
	Waterworks	<p><b>Water Rates</b>            Water billings, fixed and variable, will increase 3% in 2018, consistent with the 2014 Water Authority Financial Plan. This increase will be applied to all charges paid by customers for water services. The projected impact of the rate changes is an increase of \$582,100 in revenues after adjusting for changes in the number of accounts and consumption based on a five year average.</p>	-	-	(582.1)

**CITY OF THUNDER BAY - RATE SUPPORTED**  
**Summary of Proposed User Fee Increases**

**User Fees**

<b>Department</b>	<b>Division</b>	<b>Description</b>	<b>FTEs</b>	<b>Gross \$ (in 000's)</b>	<b>Net \$</b>
	Waterworks	<p><b>Account Fees</b>            Addition of new Manual Final (\$10) and New Account Setup fees (\$35). Manual Final bills are issued as the final statement to the previous resident when there is a change in ownership or tenancy. This is a new fee for Manual Finals. The New Account Setup fee is charged to recover the cost of setting up water accounts (such as for a new house) and is a new fee. Expected revenue for water operations is \$9,300 and \$2,400 respectively.</p>	-	-	(11.7)
	Boater Services	<p><b>Docking Fees</b>            A 5% increase in Rentals (Seasonal Docking and Visitors) has been included in the 2018 budget. The estimated revenue impact of this change is \$15,800.</p>	-	-	(15.8)
<b>Total User Fee Increases</b>			<u>-</u>	<u>-</u>	<u>(1,244.2)</u>



**CITY OF THUNDER BAY - RATE SUPPORTED  
Summary of Proposed Reductions**

**Reductions**

<b>Department</b>	<b>Division</b>	<b>Description</b>	<b>FTEs</b>	<b>Gross \$ (in 000's)</b>	<b>Net \$</b>
<b>Infrastructure &amp; Operations</b>					
	Solid Waste	<p><b>Solid Waste Diversion Costs</b> In 2016, Council approved a three year phased in approach to move diversion costs from the rate supported budget to the tax supported budget resulting in an increasing amount available to transfer to the Solid Waste Reserve Fund. The \$550,000 reduction reflects the 2018 installment, and the total budget impact is a reduction of \$1,100,000 to date.</p>	-	-	(550.0)
	Solid Waste	<p><b>Landfill Closing on Statutory Holidays</b> The Landfill will be closing on Easter Monday, Victoria Day and Remembrance Day, consistent with other city services. There is no scheduled commercial traffic on those days and residential volume is also well below daily averages on these days. The resulting savings are estimated at \$14,900 in premium payments. No reduction is expected in the overall annual tipping fee revenues.</p>	-	(14.9)	(14.9)
	Wastewater	<p><b>Interfunctional Transfers</b> Reduction in interfunctional charges related to elimination of water meter reading contract. Water meter reading will no longer be outsourced, but will be done in-house by city staff in the Revenue Division. The contracted meter reading service will be replaced by three city staff meter readers - two existing positions and one FTE expansion. Savings of \$45,200, with overall savings of \$10,600 for wastewater operations.</p>	-	-	(45.2)
	Waterworks	<p><b>Interfunctional Transfers</b> Reduction in interfunctional charges related to elimination of water meter reading contract. Water meter reading will no longer be outsourced, but will be done in-house by city staff in the Revenue Division. The contracted meter reading service will be replaced by three city staff meter readers - two existing positions and one FTE expansion. Savings of \$54,100, with overall savings of \$12,600 for water operations.</p>	-	-	(54.1)
<b>Total Reductions</b>			<u>-</u>	<u>(14.9)</u>	<u>(664.2)</u>

**CITY OF THUNDER BAY - RATE SUPPORTED**  
**Summary of Proposed Expansions**

**Expansions**

<b>Department</b>	<b>Division</b>	<b>Description</b>	<b>FTEs</b>	<b>Gross \$ (in 000's)</b>	<b>Net \$</b>
<b>Infrastructure &amp; Operations</b>					
	Solid Waste	<p><b>Software Support</b>            In 2017, Kiosk software was upgraded. As a result, \$15,000 in annual funding for licences, software and related equipment maintenance has been budgeted in Central Support, to be charged to Landfill operations.</p>	-	-	15.0
	Wastewater	<p><b>Storm Water Infrastructure</b>            An increase of \$14,200 is required to address maintenance on new storm sewer infrastructure which is included in the 2018 Capital Budget plan.</p>	-	14.2	14.2
	Wastewater	<p><b>Interfunctional Charges</b>            Expansion in interfunctional charges for a Water Meter Reader and related uniform and mileage costs. Water meter reading services will be brought back in-house with an expansion of 1.0 FTE in the Revenue Division. This FTE will add \$30,700, plus \$700 for uniforms and \$3,200 for mileage for a total impact of \$34,600 on wastewater operations. Overall savings of \$10,600 for wastewater operations after reduction related to elimination of water meter reading contract.</p>	-	-	34.6
	Waterworks	<p><b>Telecommunication Costs</b>            An expansion of \$4,200 has been included for telecommunications costs to implement new software and equipment at the City Water Stations.</p>	-	4.2	4.2
	Waterworks	<p><b>Interfunctional Charges</b>            Expansion in interfunctional charges for a Water Meter Reader and related uniform and mileage costs. Water meter reading services will be brought back in-house with an expansion of 1.0 FTE in the Revenue Division. This FTE will add \$36,900, plus \$800 for uniforms and \$3,800 for mileage for a total impact of \$41,500 on water operations. Overall savings of \$12,600 for water operations after reduction related to elimination of water meter reading contract.</p>	-	-	41.5
	Boater Services	<p><b>Staffing Complement</b>            Staffing allocated to operations of the Boater Services area has been reviewed and increased by 0.2 FTEs to reflect full complement assigned to the program area. Gross and net impact of \$13,200.</p>	0.2	13.2	13.2
<b>Total Expansions</b>			<b>0.2</b>	<b>31.6</b>	<b>122.7</b>