

City of Thunder Bay
2023 Proposed Budget
Executive Summary
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Tax & Rate Approved Budget Summary (in \$000s)

	2022	Proposed 2023	\$ Change	% Change
Tax Supported (Gross)				
Operating Budget Gross	329,121.0	347,261.1	18,140.1	5.5%
Capital Budget Gross	71,025.7	65,858.4	(5,167.3)	-7.3%
Total Tax Supported Budget Gross	400,146.7	413,119.5	12,972.8	3.2%
Tax Supported (Net)				
Operating Budget Net	248,563.6	257,682.2	9,118.6	3.7%
Capital Budget Net	19,447.5	28,843.9	9,396.4	48.3%
Contributions to Obligatory Reserve Funds Net	16,844.7	17,142.3	297.6	1.8%
Total Tax Supported Budget Net	284,855.8	303,668.4	18,812.6	6.6%
Rate Supported (Gross)				
Operating Budget Gross	38,401.7	42,525.0	4,123.3	10.7%
Capital Budget Gross	27,857.4	24,610.3	(3,247.1)	-11.7%
Total Rate Supported Budget Gross	66,259.1	67,135.3	876.2	1.3%
Rate Supported (Net)				
Operating Budget Net	(15,697.6)	(12,685.6)	3,012.0	-19.2%
Capital Budget Net	14,849.4	15,722.3	872.9	5.9%
Total Rate Supported Budget Net	(848.2)	3,036.7	3,884.9	-458.0%
Combined Rate and Tax Supported Budget (Gross)				
Operating Budget Gross	367,522.7	389,786.1	22,263.4	6.1%
Capital Budget Gross	98,883.1	90,468.7	(8,414.4)	-8.5%
Total Budget Gross	466,405.8	480,254.8	13,849.0	3.0%
Combined Rate and Tax Supported Budget (Net)				
Operating Budget Net	232,866.0	244,996.6	12,130.6	5.2%
Capital Budget Net	34,296.9	44,566.2	10,269.3	29.9%
Contributions to Obligatory Reserve Funds Net	16,844.7	17,142.3	297.6	1.8%
Total Budget Net	284,007.6	306,705.1	22,697.5	8.0%

2023 Tax-Supported Operating & Capital Budget Highlights

Overall, the 2023 municipal tax levy of \$220.8 million represents an increase of \$12.8 million over 2022. The levy is the total amount that needs to be raised from property tax payers to fund city services and contribute to capital infrastructure programs. A further breakdown of the tax levy increase is provided below. The 2023 increase after growth is \$11.6 million or 5.58%. In 2022 the total municipal tax levy was \$208.0 million, an increase of 2.36% over 2021, after growth.

	\$ (in millions)	%
City of Thunder Bay Tax Levy Increase (excluding Police)	8.4	4.06
TB Police Service & Police Services Board Tax Levy Increase	4.4	2.12
Total 2023 Municipal Tax Levy Increase	12.8	6.18
Less: New taxation revenue sourced from 2022 net assessment growth	(1.2)	(0.60)
Net Increase to Municipal Tax Levy (After Growth)	11.6	5.58

Net positive growth in the City's assessment base in 2022 due to new construction, additions, and improvements is projected to provide \$1.2 million in new revenue that is available to the municipality. This means that \$1.2 million of the municipal tax levy increase will not create an additional financial burden for existing taxpayers.

A tax levy increase of 5.58% does not impact all taxpayers equally. Assessment changes are also a factor in determining the increase each taxpayer will experience.

Major Drivers in the 2023 Operating Budget

Increases to the tax levy include:

- Thunder Bay Police Service (\$4.1 million) and Police Service Board (\$0.3 million)
- Inflation increases for materials and purchased services for Facilities & Fleet Services (parts and contracted repairs & maintenance), Roads (salt & paint) and Long Term Care and Senior Services (food) - \$1.6 million
- Program and Services Review implementation including expansions for HR Strategy, Digital Strategy and provincially mandated Organics program - \$1.3 million
- Outside Boards (excluding TB Police Service & Police Services Board) - \$0.9 million
- Insurance premiums - \$0.6 million
- Fuel - \$0.5 million
- Debt - \$0.3 million

Reductions to the tax levy include:

- Corporate Vacancy Savings - \$0.8 million
- Decrease in Capital financed by the tax levy excluding Police Services - \$0.8 million
- Increase in other revenue including Administrative recoveries and Casino revenue - \$0.7 million
- Increased Ontario Municipal Partnership Fund allocation - \$0.5 million
- User fee increases - \$0.3 million

2023 Capital Budget

The capital budget supported by the tax levy of \$16.9 million represents a decrease of \$0.5 million over 2022.

The gross capital budget reflects investments in infrastructure totaling \$65.9 million (2022 - \$71.0 million).

Major capital projects include but are not limited to:

- Roads and roads related projects, bridges and culverts - \$22.4 million
- Fleet and equipment replacement - \$8.2 million
- Renewal of facilities - \$7.5 million
- Parks including recreation trails - \$5.4 million
- Development Services Phase I of Victoriaville Demolition - \$4.7 million
- Corporate Information Technology Upgrades & support of the Digital Strategy - \$3.9 million
- Storm water management - \$3.8 million
- Police Services - \$2.2 million
- Transit improvements - \$0.7 million

2023 Rate-Supported Budget Highlights

Waterworks

Water rate increases are in accordance with the long-term Water Authority Financial Plan approved in July 2018. The Financial Plan has been prepared in accordance with provincial legislation and maintains the City's water rates at affordable levels overall and provides a sustainable water system that will provide safe drinking water today and into the future.

For 2023, the water rate increase is 3.0% over 2022 rates.

For the average household using 200 cubic meters of water in a year, the water rate increase represents an annual increase of \$20.89, with the daily cost for water services averaging \$1.95 a day.

Wastewater (Sewer)

Wastewater surcharges will remain at 90% of the total water fixed and volumetric charge consistent with the Wastewater System 20 Year Financial Plan that was approved in 2015.

For 2023, the wastewater surcharge increase is 3.0% over 2022 rates.

For the average household with sewer service, the surcharge increase represents an annual increase of \$18.80, with the daily cost averaging \$1.76 per day.

Affordability

Thunder Bay water and wastewater rates remain affordable. For the average Thunder Bay household, the proposed total costs for sewer and water average \$1,355 for 2023, or 2.0% of median household income, based on 2019 Canada Mortgage and Housing data. The industry standard is that rates are affordable for a combined water/sewer bill of 4% of median household income.

Water & Wastewater Rates 2023 vs. 2022

Average Residential Household - consumption@ 200 m3 per year

		2022	2023	Increase Year	Cost per Day
Water	Fixed Rate (\$/yr)	314.63	324.12	9.49	0.89
	Volumetric (\$/200m3)	377.40	388.80	11.40	1.07
	Total Water (200m3)	692.03	712.92	20.89	1.95
Wastewater	90% Sewer Surcharge	622.83	641.63	18.80	1.76
Total Water & Wastewater		1,314.86	1,354.55	39.69	3.71

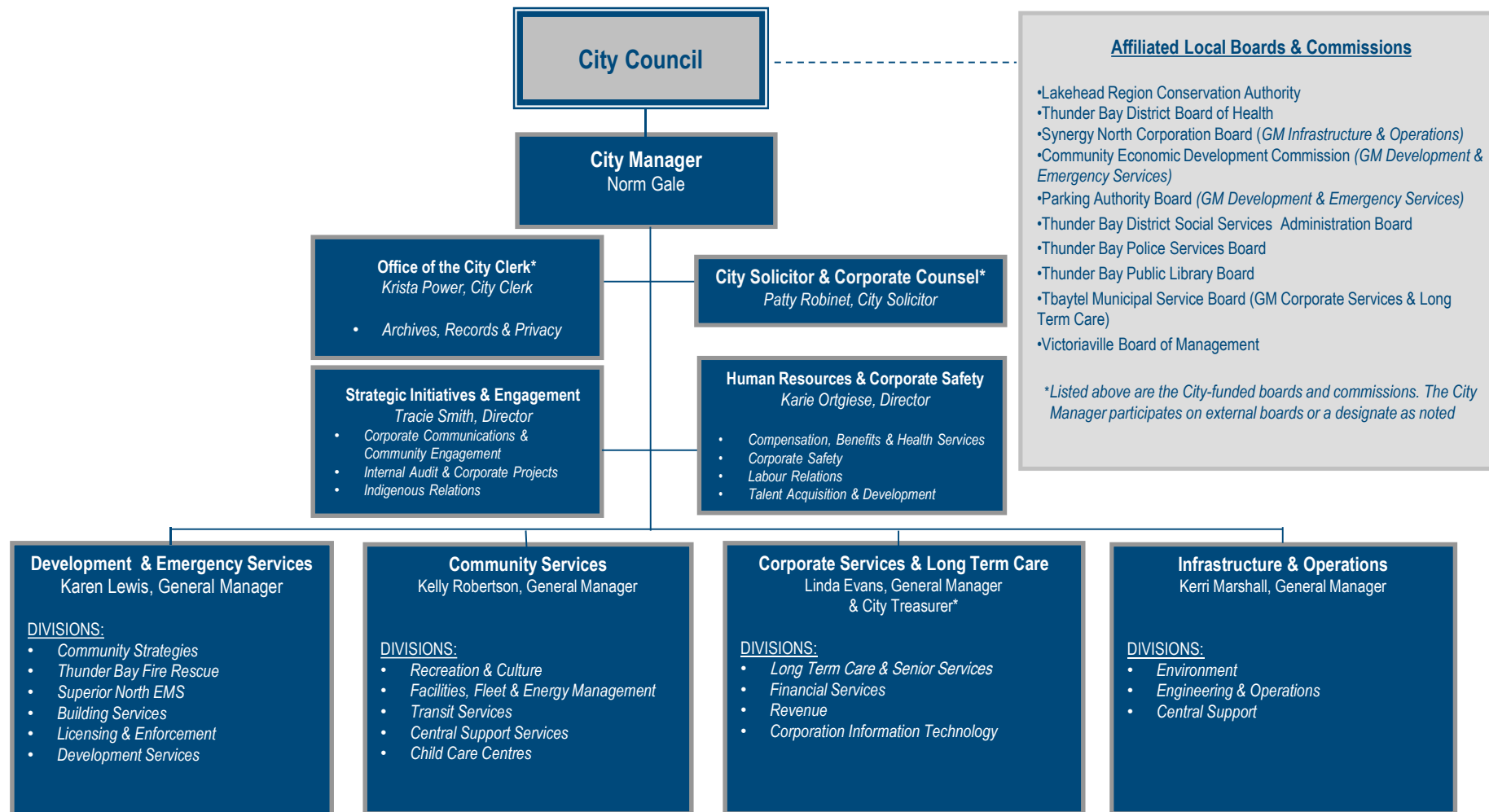
Solid Waste (Landfill)

The minimum charge for a trip to the Landfill remains at \$10 and is applicable on loads up to 120kg. Tonnage charge for loads over 120kg will increase 3.0% to \$86.61/tonne. A 200 kilogram load of waste will cost \$0.50 more than in 2022.

The Corporation of the City of Thunder Bay

Corporate Structure

Effective: January 1, 2023



*Report to Council for statutory purposes and to City Manager for administrative purposes

**Summary of FTEs by Department
2022 to 2023 Proposed Budget**

	2023 Proposed Complement	2022 Complement	Change 2022 to 2023	
DEPARTMENTS	TOTAL	TOTAL	Total FTE Change	% Change
Mayor, Council & City Manager's Office	89.6	87.1	2.5	2.9%
Development & Emergency Services	505.3	489.2	16.1	3.3%
Community Services	421.0	450.5	(29.5)	-6.5%
Corporate Services & Long Term Care	330.6	319.0	11.6	3.6%
Infrastructure & Operations - Tax	327.8	327.1	0.7	0.2%
Outside Boards (Police & CEDC)	402.2	380.0	22.2	5.8%
Infrastructure & Operations - Rate	146.5	147.0	(0.5)	-0.3%
Total	2,223.0	2,199.9	23.1	1.1%

Note: Historical Full Time Equivalent (FTE) data is being presented consistent with current organization structure

Excluding One-Time FTEs

	2023 Proposed Complement	2022 Complement	Change 2022 to 2023	
DEPARTMENTS	TOTAL	TOTAL	Total FTE Change	% Change
Mayor, Council & City Manager's Office	87.5	84.4	3.1	3.7%
Development & Emergency Services	504.6	487.5	17.1	3.5%
Community Services	417.4	425.5	(8.1)	-1.9%
Corporate Services & Long Term Care	330.3	316.5	13.8	4.4%
Infrastructure & Operations - Tax	327.8	325.5	2.3	0.7%
Outside Boards (Police & CEDC)	402.2	379.0	23.2	6.1%
Infrastructure & Operations - Rate	146.5	147.0	(0.5)	-0.3%
Total	2,216.3	2,165.4	50.9	2.4%

**City of Thunder Bay
Tax & Rate Complement Change 2022 to 2023 Proposed Budget**

The 2023 change in FTEs includes:

Tax Supported:

2023 Expansions

**	0.3	City Manager's Office - Office of the City Clerk - Lottery Licensing Officer
	1.0	City Manager's Office - Strategic Initiatives & Engagement - Project Manager
	1.0	City Manager's Office - City Solicitor & Corporate Counsel - Solicitor
	1.0	City Manager's Office - Human Resources & Corporate Safety - Recruitment Officer
	2.0	Corporate Services & Long-Term Care - Corporate Information Technology - Project & Business Analyst
	1.0	Corporate Services & Long-Term Care - Revenue - Court Services Clerk
*	6.2	Corporate Services & Long-Term Care - Pioneer Ridge - RPN
*	4.0	Corporate Services & Long-Term Care - Jasper Place - Support Services Worker
*	0.4	Corporate Services & Long-Term Care - Jasper Place - Therapeutic Recreationist
	1.0	Development & Emergency Services - Development Services - Supervisor of Planning Services
	1.0	Development & Emergency Services - Development Services - Policy Analyst / Project Liason
*	1.0	Development & Emergency Services - Community Strategies - City Studio Coordinator
	0.2	Development & Emergency Services - Community Strategies - Policy & Research Analyst
**	1.0	Development & Emergency Services - Community Strategies - Anti-Racism & Respect Intern
**	0.1	Development & Emergency Services - EMS - CTB Primary Care Paramedic
*	14.2	Development & Emergency Services - EMS - Rural Primary Care Paramedic
**	1.0	Development & Emergency Services - EMS - Analyst / Research Coordinator
	1.0	Infrastructure & Operations - Solid Waste & Diversion - Municipal Recycling Program Coordinator
	1.0	Infrastructure & Operations - Solid Waste & Diversion - Program Coordinator - Green Bin Program
	0.5	Infrastructure & Operations - Roads - Seasonal Labourer
	2.4	Outside Boards - CEDC
	20.8	Outside Boards - Thunder Bay Police Service
	62.1	Reconciles to Tax-Supported Expansion Summary
	0.3	Infrastructure & Operations - Parks - memo will be provided with details
	62.4	Total Tax Supported Expansions

2023 Reductions

*	(0.3)	Community Services - Central Support - Private Home Child Care Worker
	(7.9)	Community Services - Recreation & Culture - Youth Inclusion Program Staff
	(1.0)	Corporate Services & Long-Term Care - Revenue - Payment Processing Clerk
	(2.3)	Development & Emergency Services - Fire - 3rd Class FireFighter
	(11.5)	Reconciles to Tax-Supported Reduction Summary

2023 One Time

	0.6	City Manager's Office - City Solicitor & Corporate Counsel - Temporary Solicitor
	0.3	City Manager's Office - Office of the City Clerk - Municipal Election Staff
	0.5	City Manager's Office - Human Resources & Corporate Safety - Recruitment Project Coordinator
	1.0	City Manager's Office - Human Resources & Corporate Safety - HR Analyst II
*	1.0	Community Services - Recreation & Culture - Healthy Kids Program Leader
*	1.3	Community Services - Recreation & Culture - Healthy Kids Program Coordinators
*	1.0	Community Services - Recreation & Culture - Ontario Winter Games Coordinator
**	0.3	Community Services - Recreation & Culture - Community Engagement & Research Assistant
	0.3	Corporate Services & Long-Term Care - Corporate Information Technology - Business Applications Project Analyst
**	0.7	Development & Emergency Services - Development Services - Archeological Intern
	7.0	Reconciles to Tax-Supported One-time Summary

City of Thunder Bay
Tax & Rate Complement Change 2022 to 2023 Proposed Budget

2023 Other

(2.5) City Manager's Office - Office of the City Clerk - Municipal Election Staff - Removal of prior year one-time positions
(0.2) City Manager's Office - Office of the City Clerk - Heritage Researcher - Removal of prior year one time
(0.3) City Manager's Office - Office of the City Clerk - one-time redeployment for Elections
(0.2) Community Services - Recreation & Culture - Community Development Officer - Removal of prior year one-time
(0.7) Community Services - Recreation & Culture - Community Engagement & Research Assistant - Removal of prior year one-time
(0.2) Community Services - Recreation & Culture - Ontario Winter Games Coordinator - Removal of prior year one-time
(19.8) Community Services - Recreation & Culture - Covid Screeners - Removal of prior year one-time
(0.1) Community Services - Recreation & Culture - Custodian - Removal of prior year one-time
0.7 Community Services - Recreation & Culture - Event Attendants - Reinstatement of hours after prior year one-time reduction
(4.7) Community Services - Central Support - Various ECE Positions - Removal of prior year one-time
(0.5) Corporate Services & Long-Term Care - Jasper Place - Pandemic Support Worker- Removal of prior year one-time
(0.5) Corporate Services & Long-Term Care - Pioneer Ridge - Meals on Wheels - Pandemic Support Worker- Removal of prior year one-time
(0.5) Corporate Services & Long-Term Care - Pioneer Ridge - Covid Tester- Removal of prior year one-time
(1.0) Corporate Services & Long-Term Care - Revenue - Temp Court Services Clerk - Removal of prior year one-time
0.5 Corporate Services & Long-Term Care - Corporate Information Technology - redeployment from rate-supported
(1.1) Infrastructure & Operations - Parks - Campground Operator - Removal of prior year one-time
(0.5) Infrastructure & Operations - Parks - Labourer - Removal of prior year one-time
(0.7) Development & Emergency Services - Development Services - Archeological Intern - Removal of prior year one-time
(1.0) Development & Emergency Services - Community Strategies - Anti-Racism / Respect Intern - Removal of prior year one-time
(1.0) Outside Boards - CEDC - Tourism Investment Coordinator Intern
(34.3)

Total Tax Supported

23.6

Rate Supported:

2023 Expansions

0.2 Infrastructure & Operations - Wastewater - Labourer
0.1 Infrastructure & Operations - Waterworks - Labourer
0.3 **Reconciles to Rate-Supported Expansion Summary**

2023 Reductions

(0.3) Infrastructure & Operations - Boater Services - memo will be provided with details, department disclosure error
(0.3)

2023 Other

(0.25) Infrastructure & Operations - Waterworks - redeployment to tax supported
(0.25) Infrastructure & Operations - Wastewater - redeployment to tax supported
(0.5)

Total Rate Supported

(0.5)

Total Complement Changes City Departments & Outside Boards

23.1

* Fully funded from other levels of government

** Partially funded from other levels of government

City of Thunder Bay
Debenture Summary
Principal & Interest Payments - Projected for 2023

	Principal	Interest	Total
Tax Supported	12,464,776	1,829,906	14,294,682
Water	6,219,000	2,379,000	8,598,000
Wastewater	5,400,000	1,281,800	6,681,800
Solid Waste	342,600	145,100	487,700
Subtotal	24,426,376	5,635,806	30,062,182
Tbaytel	3,250,000	1,158,460	4,408,460 paid by Tbaytel
Total	27,676,376	6,794,266	34,470,642

Tax Supported
Proposed Operating Budget - Summary
(In \$000s)

	2022 Approved	2023 Base	One Time	2023 Projected
<u>REVENUES</u>				
TAXATION REVENUE				
Municipal Taxes and Payments in Lieu	207,966.7	220,819.7		220,819.7
Institutional Levies	72.1	72.1		72.1
University & College Levies	545.8	682.3	-	682.3
Supplementary Taxes	1,000.0	1,000.0	-	1,000.0
Total Taxation Revenue	<u>209,584.6</u>	<u>222,574.1</u>	<u>-</u>	<u>222,574.1</u>
FEDERAL GRANTS				
Canada Community Building Fund	<u>6,844.7</u>	<u>7,142.3</u>		<u>7,142.3</u>
PROVINCIAL GRANTS				
Ontario Community Infrastructure Fund (OCIF)	10,000.0	10,000.0		10,000.0
Ontario Municipal Partnership Fund (OMPF)	<u>20,285.4</u>	<u>20,773.5</u>		<u>20,773.5</u>
Total Provincial Grants	<u>30,285.4</u>	<u>30,773.5</u>	<u>-</u>	<u>30,773.5</u>
OTHER REVENUE				
Casino - Share of Revenues	2,486.3	2,799.9	-	2,799.9
Penalties & Interest on Taxes	2,825.0	3,000.0		3,000.0
Local Improvements	98.0	98.0		98.0
Sundry Revenues	1,282.0	1,282.5	100.0	1,382.5
Tbaytel Dividend	18,000.0	18,000.0		18,000.0
Thunder Bay Hydro Corporation	-	-	10,000.0	10,000.0
Synergy North - Dividend	591.0	295.5		295.5
Synergy North - Solar Dividend	75.0	40.0		40.0
Administrative Recoveries	3,511.7	3,685.8		3,685.8
Municipal Accommodation Tax	2,000.0	2,300.0	-	2,300.0
Transfer from Land Development Account	300.0	300.0		300.0
Contribution from Stabilization Reserve Fund - One Time Non-COVID	366.2	-	1,276.8	1,276.8
Contribution from Stabilization Reserve Fund - One Time COVID-19	<u>6,605.9</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Other Revenue	<u>38,141.1</u>	<u>31,801.7</u>	<u>11,376.8</u>	<u>43,178.5</u>
TOTAL TAXATION, GRANTS AND OTHER REVENUE	<u><u>284,855.8</u></u>	<u><u>292,291.6</u></u>	<u><u>11,376.8</u></u>	<u><u>303,668.4</u></u>

**Tax Supported
Proposed Operating Budget - Summary**

EXPENDITURES	Approved 2022	2023 Base	Expansions	User Fees	Reductions	2023 Revised Base	2023 Increase (Decrease)	One Time	Total 2023 \$ Request	Total 2023 % Change
General Corporate Expenditures										
<u>Contributions to Community Groups/Organizations</u>										
<u>Grant Programs</u>										
Sustaining	2,697.0	2,717.4	137.0		(176.0)	2,678.4	(0.7)%	-	2,678.4	(0.7)%
Operating	168.1	168.1	-			168.1	0.0%		168.1	0.0%
Projects	47.6	47.6				47.6	0.0%		47.6	0.0%
	2,912.7	2,933.1	137.0	-	(176.0)	2,894.1	(0.6)%	-	2,894.1	(0.6)%
<u>Corporate Expenditures</u>										
Debenture Debt Charges	13,396.0	13,653.2				13,653.2	1.9%	-	13,653.2	1.9%
Insurance Claims	1,131.2	1,220.2				1,220.2	7.9%		1,220.2	7.9%
Legal Fees	1,094.6	1,000.4				1,000.4	(8.6)%		1,000.4	(8.6)%
Property Assessment (MPAC)	1,336.7	1,336.7				1,336.7	0.0%		1,336.7	0.0%
Tax write-offs and Legislated Rebates	3,491.4	3,457.4				3,457.4	(1.0)%	-	3,457.4	(1.0)%
Other General Financial Expenditures	1,545.3	4,811.7			-	4,811.7	211.4%	-	4,811.7	211.4%
	21,995.2	25,479.6	-	-	-	25,479.6	15.8%	-	25,479.6	15.8%
<u>Corporate Human Relations Expenditures</u>										
Early Leave, Death, & Retiree Benefits	1,509.1	1,837.4				1,837.4	21.8%		1,837.4	21.8%
General Human Relations Expenditures	342.5	378.0				378.0	10.4%	-	378.0	10.4%
	1,851.6	2,215.4	-	-	-	2,215.4	19.6%	-	2,215.4	19.6%
<u>Provisions to Operating Reserve Funds</u>										
Community Economic Development Commission	200.0	200.0				200.0	0.0%		200.0	0.0%
Election	135.0	150.0				150.0	11.1%		150.0	11.1%
Stabilization	250.0	250.0				250.0	0.0%		250.0	0.0%
WSIB	250.0	250.0				250.0	0.0%		250.0	0.0%
	835.0	850.0	-	-	-	850.0	1.8%	-	850.0	1.8%
Total General Corporate Expenditures	27,594.5	31,478.1	137.0	-	(176.0)	31,439.1	13.9%	-	31,439.1	13.9%

Tax Supported
Proposed Operating Budget - Summary

EXPENDITURES

NON - EMERGENCY SERVICES

Mayor and Council

	Approved 2022	2023 Base	Expansions	User Fees	Reductions	2023 Revised Base	2023 Increase (Decrease)	One Time	Total 2023 Request	Total 2023 Change
Mayor's Office	316.0	319.6	-	-	-	319.6	1.1%	-	319.6	1.1%
City Council	894.1	883.0	-	-	-	883.0	(1.2)%	-	883.0	(1.2)%
	1,210.1	1,202.6	-	-	-	1,202.6	(0.6)%	-	1,202.6	(0.6)%

City Manager's Office

City Manager's Office	586.6	606.5	-	-	-	606.5	3.4%	-	606.5	3.4%
Strategic Initiatives & Engagement	1,426.5	1,432.2	54.2	-	(16.0)	1,470.4	3.1%	-	1,470.4	3.1%
Office of the City Clerk	2,123.3	2,143.7	14.1	(15.0)	-	2,142.8	0.9%	-	2,142.8	0.9%
Municipal Election	200.9	0.0	-	-	-	0.0	100.0%	-	0.0	100.0%
City Solicitor and Corporate Counsel	1,266.7	1,255.7	(40.8)	-	-	1,214.9	(4.1)%	98.9	1,313.8	3.7%
Human Resources & Corporate Safety	3,645.2	3,824.0	175.5	-	-	3,999.5	9.7%	50.1	4,049.6	11.1%
	9,249.2	9,262.1	203.0	(15.0)	(16.0)	9,434.1	2.0%	149.0	9,583.1	3.6%

Community Services

General Manager's Office	323.9	328.0	-	-	-	328.0	1.3%	-	328.0	1.3%
Central Support	3,902.8	2,986.2	-	(10.0)	139.4	3,115.6	(20.2)%	91.8	3,207.4	(17.8)%
Facilities, Fleet & Energy Management	2,159.5	1,395.1	-	-	-	1,395.1	(35.4)%	747.3	2,142.4	(0.8)%
Transit	13,842.4	13,491.6	66.0	(69.2)	-	13,488.4	(2.6)%	-	13,488.4	(2.6)%
Recreation and Culture	11,106.9	10,502.4	49.8	(103.0)	-	10,449.2	(5.9)%	88.4	10,537.6	(5.1)%
	31,335.5	28,703.3	115.8	(182.2)	139.4	28,776.3	(8.2)%	927.5	29,703.8	(5.2)%

Corporate Services & Long Term Care

General Manager's Office	437.7	458.0	-	-	-	458.0	4.6%	-	458.0	4.6%
Corporate Information Technology	3,490.9	3,378.9	433.9	-	-	3,812.8	9.2%	-	3,812.8	9.2%
Financial Services	3,090.6	3,130.8	-	-	-	3,130.8	1.3%	-	3,130.8	1.3%
Revenue	606.8	387.9	52.4	-	(30.0)	410.3	(32.4)%	(25.0)	385.3	(36.5)%
Long Term Care and Senior Services	4,685.6	5,022.4	(233.8)	(12.0)	-	4,776.6	1.9%	332.0	5,108.6	9.0%
	12,311.6	12,378.0	252.5	(12.0)	(30.0)	12,588.5	2.2%	307.0	12,895.5	4.7%

Development & Emergency Services

Support Services	953.1	1,007.8	2.6	-	-	1,010.4	6.0%	-	1,010.4	6.0%
Community Strategies	610.0	588.3	54.8	-	-	643.1	5.4%	-	643.1	5.4%
Building Services	302.7	57.8	-	-	-	57.8	(80.9)%	-	57.8	(80.9)%
Licensing and Enforcement	1,613.5	1,527.9	11.2	-	7.5	1,546.6	(4.1)%	-	1,546.6	(4.1)%
Development Services	1,704.0	1,709.5	57.5	-	-	1,767.0	3.7%	17.2	1,784.2	4.7%
Whalen Building	(100.0)	(100.1)	-	-	-	(100.1)	0.1%	-	(100.1)	0.1%
McKellar Mall	(119.4)	(161.2)	-	-	-	(161.2)	35.0%	-	(161.2)	35.0%
	4,963.9	4,630.0	126.1	-	7.5	4,763.6	(4.0)%	17.2	4,780.8	(3.7)%

**Tax Supported
Proposed Operating Budget - Summary**

EXPENDITURES
NON - EMERGENCY SERVICES

	Approved 2022	2023 Base	Expansions	User Fees	Reductions	2023 Revised Base	2023 Increase (Decrease)	One Time	Total 2023 Request	Total 2023 Change
<u>Infrastructure & Operations</u>										
Central Support	1,675.3	1,774.9	-	-	-	1,774.9	5.9%	1.1	1,776.0	6.0%
Engineering	1,877.2	1,941.4	-	(3.4)	-	1,938.0	3.2%	-	1,938.0	3.2%
Roads	15,978.6	16,517.3	103.3	-	-	16,620.6	4.0%	-	16,620.6	4.0%
Solid Waste (Tax Supported)	6,480.9	6,723.1	233.4	(2.4)	-	6,954.1	7.3%	-	6,954.1	7.3%
Parks	9,905.0	9,588.9	0.2	(21.5)	-	9,567.6	(3.4)%	-	9,567.6	(3.4)%
	35,917.0	36,545.6	336.9	(27.3)	-	36,855.2	2.6%	1.1	36,856.3	2.6%
Total Departments Non-Emergency	94,987.3	92,721.6	1,034.3	(236.5)	100.9	93,620.3	(1.4)%	1,401.8	95,022.1	0.0%
<u>Boards and Agencies</u>										
<u>Legislated Levies to Outside Boards & Agencies</u>										
District Social Services Administration Board Levy	16,347.3	16,674.2	-	-	-	16,674.2	2.0%	-	16,674.2	2.0%
Lakehead Region Conservation Authority	1,585.6	1,641.7	-	-	-	1,641.7	3.5%	-	1,641.7	3.5%
Thunder Bay District Health Unit	2,629.2	2,777.6	-	-	-	2,777.6	5.6%	-	2,777.6	5.6%
<u>Other Boards</u>										
Community Economic Development Commission (CEDC)	2,669.4	2,759.4	134.9	-	-	2,894.3	8.4%	-	2,894.3	8.4%
CEDC - Municipal Accommodation Tax	1,000.0	1,150.0	-	-	-	1,150.0	15.0%	-	1,150.0	15.0%
Parking Authority	498.8	31.4	-	(31.4)	-	0.0	(100.0)%	-	0.0	(100.0)%
Thunder Bay Public Library	6,408.1	6,633.8	-	-	-	6,633.8	3.5%	-	6,633.8	3.5%
Victoriaville Centre	579.3	628.5	-	-	-	628.5	8.5%	(25.0)	603.5	4.2%
Victoria Avenue BIA	60.0	60.0	-	-	-	60.0	0.0%	-	60.0	0.0%
Waterfront District BIA	91.5	91.5	-	-	-	91.5	0.0%	-	91.5	0.0%
Total Boards & Agencies Non- Emergency	31,869.2	32,448.1	134.9	(31.4)	-	32,551.6	2.1%	(25.0)	32,526.6	2.1%
Total Non-Emergency Departments & Boards & Agencies	126,856.5	125,169.7	1,169.2	(267.9)	100.9	126,171.9	(0.5)%	1,376.8	127,548.7	0.5%

Tax Supported
Proposed Operating Budget - Summary

	Approved 2022	2023 Base	Expansions	User Fees	Reductions	2023 Revised Base	2023 Increase (Decrease)	One Time	Total 2023 Request	Total 2023 Change
EXPENDITURES										
EMERGENCY SERVICES										
Development and Emergency Services										
Superior North EMS	12,392.3	12,636.7	(117.6)	-	-	12,519.1	1.0%	-	12,519.1	1.0%
Thunder Bay Fire Rescue	32,566.3	33,318.2	75.0	-	(191.6)	33,201.6	2.0%	-	33,201.6	2.0%
Total Departments Emergency	44,958.6	45,954.9	(42.6)	-	(191.6)	45,720.7	1.7%	-	45,720.7	1.7%
Boards and Agencies										
Thunder Bay Police Services Board	453.7	763.2	-	-	-	763.2	68.2%	-	763.2	68.2%
Thunder Bay Police Service Operations	48,700.3	51,230.9	979.6	-	-	52,210.5	7.2%	-	52,210.5	7.2%
Total Thunder Bay Police Service	49,154.0	51,994.1	979.6	-	-	52,973.7	7.8%	-	52,973.7	7.8%
Total Emergency Departments & Boards & Agencies	94,112.6	97,949.0	937.0	-	(191.6)	98,694.4	4.9%	-	98,694.4	4.9%
TOTAL OPERATIONS	248,563.6	254,596.8	2,243.2	(267.9)	(266.7)	256,305.4	3.1%	1,376.8	257,682.2	3.7%
Capital Financed by the Tax Levy										
City Departments	13,583.8	18,302.0	-	-	-	18,302.0	34.7%	-	18,302.0	34.7%
Outside Boards	2,655.8	2,877.2	-	-	-	2,877.2	8.3%	-	2,877.2	8.3%
Capital Financed by the Tax Levy (before EIRP)	16,239.6	21,179.2	-	-	-	21,179.2	30.4%	-	21,179.2	30.4%
Enhanced Infrastructure Renewal Program (EIRP)	8,440.6	7,763.1	-	-	-	7,763.1	(8.0)%	-	7,763.1	(8.0)%
Debtenture Financing	(7,284.4)	(12,004.4)	-	-	-	(12,004.4)	64.8%	-	(12,004.4)	64.8%
Net Capital Financed by the Tax Levy	17,395.8	16,937.9	-	-	-	16,937.9	(2.6)%	-	16,937.9	(2.6)%
Provisions to Capital Reserve Funds Supported by the Tax Levy										
CIT	700.0	700.0	-	-	-	700.0	0.0%	-	700.0	0.0%
Clean, Green and Beautiful	212.2	216.5	-	-	-	216.5	2.0%	-	216.5	2.0%
Community Partnership	100.0	100.0	-	-	-	100.0	0.0%	150.0	250.0	150.0%
General Capital	-	-	-	-	-	-	0.0%	10,000.0	10,000.0	0.0%
Indoor Turf Facility - Municipal Accommodation Tax	1,000.0	-	-	-	-	-	(100.0)%	-	-	(100.0)%
Municipal Accommodation Tax	-	700.0	-	-	-	700.0	0.0%	-	700.0	0.0%
Recreational Trails	39.5	39.5	-	-	-	39.5	0.0%	-	39.5	0.0%
Renew Thunder Bay	-	150.0	-	-	-	150.0	0.0%	(150.0)	-	0.0%
	2,051.7	1,906.0	-	-	-	1,906.0	(7.1)%	10,000.0	11,906.0	480.3%
Net Capital Financed by the Tax Levy & Provisions to Capital Reserve Funds	19,447.5	18,843.9	-	-	-	18,843.9	(3.1)%	10,000.0	28,843.9	48.3%
Provisions to Obligatory Capital Reserve Funds										
Canada Community Building Fund	6,844.7	7,142.3	-	-	-	7,142.3	4.3%	-	7,142.3	4.3%
Ontario Community Infrastructure Fund	10,000.0	10,000.0	-	-	-	10,000.0	0.0%	-	10,000.0	0.0%
	16,844.7	17,142.3	-	-	-	17,142.3	1.8%	-	17,142.3	1.8%
TOTAL BUDGET (NET)	284,855.8	290,583.0	2,243.2	(267.9)	(266.7)	292,291.6	2.6%	11,376.8	303,668.4	6.6%

Tax Supported
Capital Budget Summary with Sources of Financing
(In \$000's)

	2022 Approved Capital		2023 Approved Capital					
	Gross	Net	Gross	Grants	Reserve	Other*	Total Funding	Net
General - Clean Green and Beautiful	220.0	-	220.0	-	220.0	-	220.0	-
Mayor & Council	-	-	-	-	-	-	-	-
City Manager's Office	950.0	400.0	834.0	-	500.0	-	500.0	334.0
Development & Emergency Services	3,377.0	2,072.0	6,913.9	-	970.7	50.0	1,020.7	5,893.3
Community Services	20,444.1	5,948.3	15,128.1	4,069.8	2,699.8	1,860.1	8,629.7	6,498.4
Corporate Services and Long Term Care	2,629.7	1,139.0	5,523.2	83.2	3,584.0	45.0	3,712.2	1,811.0
Infrastructure & Operations	28,791.8	4,024.4	26,158.0	5,153.8	17,201.8	37.0	22,392.6	3,765.4
Enhanced Infrastructure Renewal Program (EIRP)	8,440.7	8,440.7	7,763.1					7,763.1
Total City Departments	64,853.3	22,024.4	62,540.2	9,306.7	25,176.3	1,992.1	36,475.1	26,065.1
Boards and Agencies	6,172.4	2,655.8	3,318.2	-	-	441.0	441.0	2,877.2
Total Capital Budget before Debenture Financing	71,025.7	24,680.2	65,858.4	9,306.7	25,176.3	2,433.1	36,916.1	28,942.3
Debenture Financing - Annual Borrowing		(7,284.4)						(7,284.4)
Debenture Financing - Special		-						(4,720.0)
Net Capital Financed by the Tax Levy		17,395.8						16,937.9

* Other includes interdepartmental recoveries, user fees, capital carryforwards, contributions from outside municipalities and organizations.

Tax Supported
Proposed Enhanced Infrastructure Renewal Program (EIRP) Summary
(In \$000's)

		2023 Proposed Budget
Infrastructure & Operations		
<i>Pavement Rehabilitation</i>	Asphalt - Miscellaneous Patching	495.0
	Guide Rails / Retaining Walls	45.0
	Pavement Rehabilitation Forecasting	200.0
	Surface and Crack Sealing	225.0
	Railway Crossing Improvements	180.0
	Brock St - Heath to Edward	75.0
	Asphalt - Enhanced Pavement Management	162.0
	Enhanced Residential Road Work	92.0
	Chipseal Roads	18.0
	Cumberland St - Tupper to McVicar Creek	80.0
	Hot-In-Place Asphalt Recycling	90.0
	Memorial - Harbour to Central	200.0
	Dawson Rd - Ada to Hunter	100.0
	Court St - Lincoln to RRR	200.0
	Arthur St - Mountdale to HWY 61	180.0
	Crown St - Cornwall Ave to John St	50.0
	Mapleward Rd - John St Rd to Landfill	130.0
<hr/> <i>Total Pavement Rehabilitation</i>		<hr/> 2,522.0
<i>Road Network Improvements</i>	Red River Road - Court to Cumberland	230.0
	Rural Roads Granular Upgrades	112.5
<hr/> <i>Total Road Network Improvements</i>		<hr/> 342.5
<i>Sidewalks</i>	Unspecified for Forecasting - Replacements	10.4
	Sidewalk Rehab Alternatives	90.0
	Francis St - S/S - Edward to Ford	20.0
	Brock N/S - Edward to Brown	14.0
	Francis St - S/S - Edward to Brown	20.0
<hr/> <i>Total Sidewalks</i>		<hr/> 154.4

Tax Supported
Proposed Enhanced Infrastructure Renewal Program (EIRP) Summary
(In \$000's)

		2023 Proposed Budget
<i>Storm Water Management</i>	Rehabilitation/Replacement Unspecified	249.0
	Storm Sewer Inspections	9.0
	Local Drainage Improvements	135.0
	Ourtall Repairs	45.0
	Storm Sewer Infrastructure - Intercity Priorities	36.0
	Low Impact Development Stormwater Facilities	50.0
	Storm Sewer Lining	200.0
	Tupper St - Duke to Pine	10.0
	Skyline Ave & Valley St - Drainage Improvements	18.0
<hr/> <i>Total Storm Water Management</i>		<hr/> 752.0
<i>Parks</i>	Lighting and Electrical Upgrading	180.0
	Parks Upgrades and Maintenance	81.0
	Playground Equipment & Structures	123.9
	Parking Lots and Access Roads	205.8
	Priority Infrastructure Renewal	59.8
	Baseball Diamonds	70.0
	Tennis & Pickelball Courts	25.0
	Soccer Fields	30.0
	New Trail Construction	439.9
	EAB Response	339.6
<hr/> <i>Total Parks</i>		<hr/> 1,555.0
<i>Bridges & Culverts</i>	Culvert Replacement Program	180.0
	Pedestrian Bridge Rehabilitation & Replacement	200.0
	McKellar Bridge Deck Replacement	50.0
<hr/> <i>Total Bridges & Culverts</i>		<hr/> 430.0
<i>Traffic Signals</i>	Controller Upgrading Program	99.0
	Harbour & Memorial	60.0
	Court St & Park Ave	50.0
	Red River Rd-Court/Mall/Cumberland	110.0
	Unspecified Construction	90.0
	Riverview - Edward to Ford	100.0
	Red River Rd -Court to Cumberland	40.0
	Court St - Lincoln to Red River	20.0
	Brock St - Heath to Edward	30.0
<hr/> <i>Total Traffic Signals</i>		<hr/> 599.0
<hr/> Total Infrastructure & Operations		<hr/> 6,354.9

**Tax Supported
Proposed Enhanced Infrastructure Renewal Program (EIRP) Summary
(In \$000's)**

		2023 Proposed Budget
Community Services		
<i>Facilities, Fleet & Energy Management</i>	Operational Facilities	109.0
	Arenas & Stadia Facilities	220.0
	Aquatics Facilities	150.0
	Community Centre Facilities	239.8
	Canada Games Complex	689.4
<hr/> <i>Total Facilities, Fleet & Energy Management</i>		<hr/> <i>1,408.2</i>
<hr/> Total Community Services		<hr/> 1,408.2

Total Proposed 2023 EIRP	7,763.1
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The EIRP is a special component of the capital financed by the tax levy that is dedicated to capital renewal and replacement of existing assets in the following categories:

- Pavement Rehabilitation
- Road Network Improvements
- Bridges & Culverts
- Streetlights
- Sidewalks
- Storm Sewers
- Parks
- Facilities

TAX SUPPORTED

ONE TIME SUMMARY

Department Division	Description	FTEs	Gross \$ (in 000's)	Net \$
City Manager's Office	Existing Temporary Contract Solicitor			
	Existing Temporary Contract Solicitor - 0.63 FTE for 2023 (to August 15, 2023). This addition will provide further efficiencies and support to the Corporation in the following ways: (a) addresses the increasing demands for legal work from client departments/divisions, who directly service the public, and reduces the wait time for legal work to be completed, (b) addresses the increasing complexity of legal work faced by the Corporation as well as greater provincial downloads and significant changes to provincial legislation (e.g. Construction Act, OMB/LPAT, Provincial Offences, etc.), (c) allows for implementation of greater risk management measures to better mitigate risk across the Corporation. This position will help generate the revenue identified in the expansion. This position will create a gross and net impact of \$98,900.	0.6	98.9	98.9
	Total City Solicitor and Corporate Counsel	0.6	98.9	98.9
Municipal Election	2022 Municipal Election			
	The costs associated with the Municipal Election in the year following the election include staffing (0.3 FTE) and maintenance of the voters' list that will be fully funded through the Election Reserve Fund. Gross budget impact of \$28,800 with no net budget impact.	0.3	28.8	-
	Total Municipal Election	0.3	28.8	-
Human Resources & Corporate Safety	Recruitment Project Coordinator			
	Increase of (0.5 FTE) for a full time Recruitment Project Coordinator in 2023 to assist with implementation of the recommendations outlined in the Recruitment Process Improvement Project. Fully funded by 2022 project management office capital budget. No gross or net budget impact.	0.5	-	-

TAX SUPPORTED

ONE TIME SUMMARY

Department	Division	Description	FTEs	Gross \$ (in 000's)	Net \$
City Manager's Office					
	Human Resources & Corporate Safety	HR Analyst II Increase of (1.0 FTE) for a full time HR Analyst II in 2023 to support implementation of capital projects including Superior North EMS scheduling software, and the Digital Strategy SAP upgrade. September to December 2023, the FTE is funded by the SAP Upgrade capital project. Gross and net budget impact of \$50,100.	1.0	50.1	50.1
		Total Human Resources & Corporate Safety	1.5	50.1	50.1
		Total City Manager's Office	2.4	177.8	149.0
Community Services					
	Central Support	Child Care The construction project planned for 2023 at Algoma child care centre will result in a facility closure for at least four months resulting in a one time expected wage and benefit savings of \$16,200, expense reductions of approximately \$21,600 and a one time revenue decrease of \$113,400. The gross budget impact of this one time item is a budget decrease of \$21,600 and net budget impact of \$91,800.	-	(21.6)	91.8
		Total Central Support	-	(21.6)	91.8
	Facilities, Fleet & Energy Management	Canada Games Complex The construction project planned for 2023 related to the Green Inclusive Community Build Fund (GICB) funding at the Canada Games Complex will result in a facility closure for at least four months resulting in one time expected utility cost reductions of \$88,400. There is a one time gross budget reduction of \$96,900 with no net budget impact.	-	(96.9)	-

TAX SUPPORTED

ONE TIME SUMMARY

Department	Division	Description	FTEs	Gross \$ (in 000's)	Net \$
Community Services					
	Facilities, Fleet & Energy Management	Gas & Diesel As a financing strategy a portion of projected 2023 price increase for gasoline and diesel has been reflected as one time in order to minimize the unprecedented inflationary increases proposed for 2023. The one time increase in fuel costs is reflected in a \$747,300 gross and net budget increase.	-	747.3	747.3
		Total Facilities, Fleet & Energy Management	-	650.4	747.3
	Recreation & Culture	Fort William Stadium The construction project planned for 2023 at the Fort William Stadium will result in a facility closure for at least four months, resulting in a one time expected revenue reduction. There is no gross budget impact and net budget increase of \$23,800 due to reduced revenues.	-	-	23.8
	Recreation & Culture	Canada Games Complex The construction project planned for 2023 related to the Green Inclusive Community Build Fund (GICB) at the Canada Games Complex will result in a facility closure for at least four months resulting in a one time revenue reduction of \$541,600 and savings from Non-Affiliate Staff wages and benefits of \$402,200. There is a gross budget reduction of \$402,200 and net budget increase of \$42,600 due to the facility closure.	-	(402.2)	42.6
	Recreation & Culture	Healthy Kids HOME Project The Healthy Kids HOME project, a partnership with the Thunder Bay District Health Unit and funded by Public Health Canada has been included as one time with associated expense recovery. This includes one time increase of 2.3 FTE for Neighbourhood Lead and Coordinator positions. There is a one time gross budget increase of \$130,400 and no net budget increase.	2.3	130.4	-

TAX SUPPORTED

ONE TIME SUMMARY

Department	Division	Description	FTEs	Gross \$ (in 000's)	Net \$
Community Services					
	Recreation & Culture	Community Engagement and Research Assistant One time inclusion of (0.27 FTE) for a full time Community Engagement and Research Assistant position in order to support the delivery of PRO Kids, the development of a Municipal Sports Strategy as well as a subsidization policy. This is a temporary internship position that is funded by the Northern Ontario Heritage Fund and other provincial funding sources, split between 2022 and 2023. There will be a gross budget increase of \$21,800 and a net budget increase of \$12,500.	0.3	21.8	12.5
	Recreation & Culture	PRO Kids There is a one time revenue reduction in PRO Kids due to not offering registered sport clinics in 2023. There is no gross budget impact and a \$9,500 net budget increase.	-	-	9.5
	Recreation & Culture	Ontario Winter Games One time budget impacts for the Ontario Winter Games includes an increase of (1.0 FTE) and \$95,300 for a full time Games Coordinator position in order to provide leadership for the planning and delivery of the 2024 Ontario Winter Games as supported by Council resolution R132/2020. There are one time increases of \$33,500 in purchased services and \$35,000 in materials in order to support the preparation for the Games. These one time expenses are offset by \$882,300 provincial funding and the advanced funding is to be held in an interest bearing account representing a \$718,500 one time contribution to own funds in 2023. There is a gross budget increase of \$163,900 and no net budget increase.	1.0	163.9	-
		Total Recreation & Culture	3.6	(86.1)	88.4
	Transit	Revenue Recovery Transit revenues have not yet recovered to pre-COVID levels but have been trending upwards. The remaining one-time anticipated revenue decrease for 2023 is \$499,200 and is projected to be offset by available carryforward Transit Safe Restart dollars.	-	-	-
		Total Transit	-	-	-
		Total Community Services	3.6	542.7	927.5

TAX SUPPORTED

ONE TIME SUMMARY

Department	Division	Description	FTEs	Gross \$ (in 000's)	Net \$
Corporate Services & Long Term Care					
	Corporate Information Technology	Business Applications Project Analyst Funding for this position has been included as part of the 2023 Capital Project. This position will commence September 2023. There will be zero gross and net budget impact in 2023	0.3	-	-
		Total Corporate Information Technology	0.3	-	-
	Long Term Care & Senior Services	Pioneer Ridge \$680,000 in Purchased Services for Contract Nursing staff (RN, RPN, PSW) due to vacancies, \$348,000 savings in wages due to vacancies. \$53,700 in Purchased Services for Medication Safety Technology (MST) Program funded by Provincial Grant. \$385,700 gross and \$332,000 net budget impact.	-	385.7	332.0
	Long Term Care & Senior Services	Jasper Apartments \$6,000 in Materials for equipment & supplies needed to assist with high-need clients, fully funded by Ontario Health. \$6,000 gross and no net budget impact.	-	6.0	-
		Total Long Term Care & Senior Services	-	391.7	332.0
	Revenue	Purchased Services Temporary reduction of assessment appeal costs due to deferral of MPAC property reassessment for the 2023 year. Gross and net budget impact of \$25,000.	-	(25.0)	(25.0)
		Total Revenue	-	(25.0)	(25.0)
		Total Corporate Services & Long Term Care	0.3	366.7	307.0

TAX SUPPORTED

ONE TIME SUMMARY

Department	Division	Description	FTEs	Gross \$ (in 000's)	Net \$
Development & Emergency Services					
	Development Services	Archeology Intern Temporary Archeology Intern (.65 FTE) extension partially funded by Fednor to continue work on archaeological sites and their distribution within the City of Thunder Bay to aid City Planning efforts in the establishment of an Archaeological Management Plan. This work is also supportive toward reconciliation. Gross budget impact of \$40,500 net budget impact of \$17,200.			
			0.7	40.5	17.2
		Total Development Services	0.7	40.5	17.2
		Total Development & Emergency Services	0.7	40.5	17.2
Infrastructure & Operations					
	Central Support	School Crossing Signs and Accessible Ramp Cost to erect school crossing signs and accessible ramp connection to sidewalk at Leslie Avenue at Talbot Street (Corporate Report #R98/2022). Gross and net budget impact of \$1,100.			
			-	1.1	1.1
		Total Central Support	-	1.1	1.1
		Total Infrastructure & Operations	-	1.1	1.1
		Total Tax Supported Departments	7.0	1,128.8	1,401.8
Outside Boards					
	Victoriaville Centre	Promotions One time reduction in promotion expense to be funded in 2023 through the promotion fund resulting in a gross and net budget impact of \$25,000.			
			-	(25.0)	(25.0)
		Total Victoriaville Centre	-	(25.0)	(25.0)
		Total Outside Boards	-	(25.0)	(25.0)

TAX SUPPORTED

ONE TIME SUMMARY

Department	Division	Description	FTEs	Gross \$ (in 000's)	Net \$
Corporate Expenditures					
	Transfers to Reserve Funds	Capital - General Reserve Fund Transfer of Synergy North Corporation promissory note principal payment to Capital General Reserve Fund.	-	-	10,000.0
	Transfers to Reserve Funds	Community Partnership Reserve Fund Transfer from Renew Thunder Bay Reserve Fund to Community Partnership Reserve Fund.	-	-	150.0
	Transfers to Reserve Funds	Renew Thunder Bay Reserve Fund Transfer from Renew Thunder Bay Reserve Fund to Community Partnership Reserve Fund.	-	-	(150.0)
Total Corporate Expenditures			-	-	10,000.0
Corporate Revenues					
	Sundry Revenues	Commodity Tax Audit Commodity tax audit completed every two years, expected to recover \$100,000.	-	-	(100.0)
	Synergy North Corporation	Synergy North Corporation One time promissory note principal payment from Synergy North Corporation.	-	-	(10,000.0)
	Transfer from Stabilization Reserve Fund	Funding One Time Items Fund net impact of one time items from the Stabilization Reserve Fund.	-	-	(1,276.8)
Total Corporate Revenues			-	-	(11,376.8)
Total One Time Items			7.0	1,103.8	-

TAX SUPPORTED

USER FEE INCREASES SUMMARY

Department	Division	Description	Net \$ (in 000's)
City Manager's Office			
	Office of the City Clerk	Marriage Licence Fees Increase the cost of a marriage licence from \$125 to \$150. Gross and net revenue increase is \$15,000.	(15.0)
		Total Office of the City Clerk	<u>(15.0)</u>
		Total City Manager's Office	<u><u>(15.0)</u></u>
Community Services			
	Central Support	Child Care Fees Child Care user fees will be impacted by the Canada Wide Early and Child Care (CWELLC) program. User fees for children in kindergarten and younger were frozen in 2022 and will be reduced by 50% in 2023 to be offset by program funding. User fees for children not eligible for inclusion in this program have been increased by 5.0%. The estimated revenue from this increase is \$10,000.	(10.0)
		Total Central Support	<u><u>(10.0)</u></u>
	Recreation & Culture	Arenas and Stadia Fees User fees were reviewed for all Arena and Stadia items, with increases made where appropriate. The average increase was approximately 5.0%. The total impact of all of the Arenas and Stadia fee increases on revenue is \$57,400.	(57.4)
	Recreation & Culture	Children & Youth Fees User fees were reviewed for all Children and Youth programs, with increases made where appropriate. The average increase was approximately 5.0%. The total impact of these increases on revenue is \$4,600.	(4.6)

TAX SUPPORTED

USER FEE INCREASES SUMMARY

Department	Division	Description	Net \$ (in 000's)
Community Services			
	Recreation & Culture	Community Aquatics and Canada Games Complex Fees User fees were reviewed for all Community Aquatics and Canada Games Complex programs, with increases made where appropriate. The average increase was approximately 3.0%. The impact of these user fee increases is reduced due to the partial year closure of the Canada Games Complex in 2023. The total impact of these increases on revenue is \$30,100.	(30.1)
	Recreation & Culture	Older Adults Centres Fees User fees were reviewed for the Older Adult Centres, with increases made where appropriate. The average increase was approximately 5.0%. The total impact of these increases on revenue is \$10,000.	(10.0)
	Recreation & Culture	Cultural Development and Events User fees were reviewed for the Cultural Development & Events area, with increases made where appropriate. The average increase was approximately 2.0%. The total impact of these increases on revenue is \$700.	(0.7)
	Recreation & Culture	Sport and Community Development User fees were reviewed for the Sport and Community Development area, with increases made where appropriate. The average increase was approximately 2.0%. The total impact of these increases on revenue is \$200.	(0.2)
Total Recreation & Culture			<u>(103.0)</u>

TAX SUPPORTED

USER FEE INCREASES SUMMARY

Department	Division	Description	Net \$ (in 000's)
Community Services			
	Transit	Transit User Fees Transit user fees have been increased by an average of 3%. There is no change to the proposed cash fare in 2023. The total impact of this increase on revenue is \$69,200. Other user fee changes for Transit include the second year of the three year pilot as approved in 2022 to assess the impact of changing the complimentary "Child" age range from 5 years and under to 12 years and under and change the age range for the discounted "Youth" pass from 6 to 18 years of age to 13 to 24 years of age. The other proposed fare media change that has potential to impact Transit revenue is the extension of the validity period for transfer passes from 60 to 90 minutes. These changes are viewed as ridership incentive measures and are anticipated to be revenue neutral. The resulting financial impact of these proposed changes will be monitored throughout the pilot project and communicated to Council through the regular budget process.	
			(69.2)
		Total Transit	<u>(69.2)</u>
		Total Community Services	<u>(182.2)</u>
Corporate Services & Long Term Care			
	Long Term Care & Senior Services	Jasper Apartments \$9,850 in Single Tenant Fee, increased \$0.30 per day for 90 units (from \$11.50 - \$11.80). \$1,650 in Double Tenant Fee, increased \$0.45 per day for 10 units (from \$17.50 - \$17.95). \$500 increase in extra meals, increased \$0.10 per meal for 5,400 extra meals (from \$6.15 - \$6.25). \$12,000 total user fee increases.	
			(12.0)
		Total Long Term Care & Senior Services	<u>(12.0)</u>
		Total Corporate Services & Long Term Care	<u>(12.0)</u>

TAX SUPPORTED

USER FEE INCREASES SUMMARY

Department	Division	Description	Net \$ (in 000's)
Infrastructure & Operations	Engineering	Engineering Fees	
		User fees for Engineering Administration (Engineering and development standards, subdivision review, annual permit and loading zone application) have been increased. Net budget impact of (\$3,400).	(3.4)
		Total Engineering	<u>(3.4)</u>
	Parks	Parks Fees	
		User fees for Parks (cabin rentals, Pool 6, play fields and amusement rides) have been increased. 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 5% has been targeted for most programs. Net budget impact of (\$21,500).	(21.5)
		Total Parks	<u>(21.5)</u>
	Solid Waste	Solid Waste Fees	
		An increase in user fees from \$21.00 to \$21.50 is required for 2nd per week collection of garbage to multi-family and commercial customers. Net budget impact of (\$2,400).	(2.4)
		Total Solid Waste	<u>(2.4)</u>
		Total Infrastructure & Operations	<u>(27.3)</u>
		Total Tax Supported Departments	<u>(236.5)</u>

TAX SUPPORTED

USER FEE INCREASES SUMMARY

Department	Division	Description	Net \$ (in 000's)
Outside Boards			
	Parking Authority	<p>Parking Rates</p> <p>Parking Authority Board members support the following fee increases in 2023, pending Council approval:</p> <p>1) \$2.50 to the monthly rental rate at parkades from \$65.00/month to \$67.50/month (including HST).</p> <p>2) \$0.50 to the maximum daily rate at parkades from \$6.50/day to \$7.00/day (including HST).</p> <p>3) A minimum daily rate at the parkades of \$2.50 for the first two hours (including HST). This is a new fee.</p> <p>4) \$2.00 to the monthly rental rate at surface lots from \$53.00/month to \$55.00/month (including HST).</p> <p>These rate increases are proposed to take effect in June 2023 and expected to generate \$31,400 in additional revenue this year.</p>	
			(31.4)
		Total Parking Authority	<u>(31.4)</u>
		Total Outside Boards	<u>(31.4)</u>
		Total User Fees	<u>(267.9)</u>

TAX SUPPORTED

REDUCTIONS SUMMARY

Department	Division	Description	FTEs	Gross \$ (in 000's)	Net \$
City Manager's Office					
	Strategic Initiatives & Engagement	Corporate Communication & Community Engagement Costs savings realized in Corporate Communications & Community Engagement for marketing and advertising budgets. Will replace print copies of the MyTbay publication with content strategically published via various other communications mediums, including digital, social and alternate print options. Net reduction in operating is \$16,000.	-	(16.0)	(16.0)
		Total Strategic Initiatives & Engagement	-	(16.0)	(16.0)
		Total City Manager's Office	-	(16.0)	(16.0)
Community Services					
	Central Support	Child Care As of September 1, 2022, the City of Thunder Bay is no longer administrating and delivering a Licensed Private Home Child Care Program as approved by Council in R2/2022. This change in operations has resulted in a reduction of (0.25 FTE) from the full time staffing complement and reduced salary and benefit expenses of \$16,280. As a result of this change, the revenues and expenses associated with the Private Home Child Care have been removed from the 2023 budget. The gross impact of this change is a budget reduction of \$315,300 and the net budget impact is an increase of \$139,400.	(0.3)	(315.3)	139.4
		Total Central Support	(0.3)	(315.3)	139.4
	Recreation & Culture	Youth Inclusion Program There is a decrease in operating costs and revenues associated with the Youth Inclusion Program which concludes at the end of March 2023. The elimination of this program represents a reduction of 7.85 FTE and salary and benefit reduction of \$594,100, reductions of program costs of \$534,800 and an offsetting \$1,128,900 reduction in revenues. The 2023 impact is a in a gross budget reduction of \$1,128,900 with no net budget impact.	(7.9)	(1,128.9)	-
		Total Recreation & Culture	(7.9)	(1,128.9)	-
		Total Community Services	(8.2)	(1,444.2)	139.4

TAX SUPPORTED

REDUCTIONS SUMMARY

Department	Division	Description	FTEs	Gross \$ (in 000's)	Net \$
Corporate Services & Long Term Care					
	Revenue	Finance Cashiers & Mail Processing Cashier counter has been closed since March 2020. Decrease of 1.0 FTE to reflect the permanent closure of the cashier counter. Gross budget reduction of \$54,000. Reduction in service charges revenue due to the closure of the cashier counter resulting in net budget reduction of \$30,000.			
			(1.0)	(54.0)	(30.0)
		Total Revenue	(1.0)	(54.0)	(30.0)
		Total Corporate Services & Long Term Care	(1.0)	(54.0)	(30.0)
Development & Emergency Services					
	Licensing & Enforcement	Animal Care Animal care expenses and revenues will be reduced as a result of Municipal Enforcement Services restructuring and the return to core animal care and pound services. This includes a decrease to vet services and feed expenses of \$13,000 and pound fees, donations and adoptions revenues of \$20,500. Gross budget impact of (\$13,000) and net budget impact of \$7,500.	-	(13.0)	7.5
		Total Licensing & Enforcement	-	(13.0)	7.5
	Thunder Bay Fire Rescue	FTE Reduction The 2.3 FTE reduction is part of the organizational changes that were proposed by Administration resulting in operational savings of approximately \$191,600 in 2023.	(2.3)	(191.6)	(191.6)
		Total Thunder Bay Fire Rescue	(2.3)	(191.6)	(191.6)
		Total Development & Emergency Services	(2.3)	(204.6)	(184.1)
		Total Tax Supported Departments	(11.5)	(1,718.8)	(90.7)

TAX SUPPORTED

REDUCTIONS SUMMARY

Department	Division	Description	FTEs	Gross \$ (in 000's)	Net \$
Outside Boards					
	Arts & Heritage	Discontinuation of S.O.S. Program Reduction in funding for Shelter House due to discontinuation of the S.O.S. Program and New Directions Speaker School, People Advocating Change through Empowerment (P.A.C.E.) and Wake the Giant due to decisions made by the Review Team. Gross and net impact of \$176,000.			
			-	(176.0)	(176.0)
		Total Arts & Heritage	-	(176.0)	(176.0)
		Total Outside Boards	-	(176.0)	(176.0)
		Total Reductions	(11.5)	(1,894.8)	(266.7)

TAX SUPPORTED

EXPANSIONS SUMMARY

Department	Division	Description	FTEs	Gross \$ (in 000's)	Net \$ (in 000's)
City Manager's Office	City Solicitor and Corporate Counsel	Solicitor			
		It is proposed that one (1) additional FTE be added to the Legal Services Division's operations budget for a Solicitor. This addition will provide further efficiencies and support to the Corporation in the following ways: (a) addresses increasing demands for legal work from client departments/divisions, who directly service the public, and reduces the wait time for legal work to be completed, (b) mitigates insurance impacts on the Corporation; the Legal Division places and manages the insurance portfolio for the whole of the Corporation and its local boards; the current state of the municipal insurance market remains "hard", which is causing significant resourcing and staffing pressures in Legal Services, particularly during insurance renewal periods; the Corporation is exposed to further risk, if this role is not properly resourced, (c) helps ensure corporate strategies are achieved, including the corporate digital strategy and the newly expanded enforcement goals of the Licensing & Enforcement Division; the expansion of Licensing & Enforcement will result in a need to resource the increase in municipal by-law prosecutions); (d) with the introduction of a new 'line of business' in Legal Services focused on recovery efforts across the Corporation, including insurance claims recoveries, the municipality will generate revenue and realize savings that will make the Corporation whole for damaged municipal property caused by third parties. Position is budgeted for one (1) annual FTE to begin August 15, 2023 for a 2023 budget impact of \$59,200. 2024 budget will require a \$99,000 increase to reflect the full year impact of the expansion. This results in a 2023 gross impact of \$59,200 and a net impact of (\$40,800).			
			1.0	59.2	(40.8)
		Total City Solicitor and Corporate Counsel	1.0	59.2	(40.8)
Human Resources & Corporate Safety		Recruitment Officer			
		Aligning with the Grant Thornton Program & Services Review and the MacPherson and Associates Recruitment Improvement Process Review, expansion of a full-time position (1.0 FTE) is required to meet the recruitment & selection needs of the Corporation. Gross and net budget impact of \$83,700.	1.0	83.7	83.7

TAX SUPPORTED

EXPANSIONS SUMMARY

Department	Division	Description	FTEs	Gross \$ (in 000's)	Net \$
City Manager's Office					
	Human Resources & Corporate Safety	<p>Advertising</p> <p>Advertising budget would be utilized to develop and maintain our employer branding and other talent acquisition initiatives aimed at marketing the Corporation of the City of Thunder Bay as an employer of choice, including development of design materials and enhancement of social/digital media presence.</p> <p>Given today's labour challenges, not allocating these funds would prove detrimental to the Corporation's competitive position in the job market. As per the final Recruitment Process Improvement Project (RPIP) report, presented by J. Macpherson & Associates in November 2021, "it is imperative that an organization presents an appealing image as an Employer of Choice and provides a positive candidate experience. A Candidate's impression for an employer is formulated based on the organization's website, the job posting, and the application experience". Gross and net budget impact of \$25,000.</p>	-	25.0	25.0
	Human Resources & Corporate Safety	<p>iCIMS Enhancements</p> <p>This project is to upgrade and purchase the additional iCIMS features, which would align with the recommendations made by MacPherson & Associates. iCIMS is the platform used by HR to attract, engage, hire and advance talent. This platform is used by the Talent Acquisition Team and hiring managers throughout CTB. This would streamline the recruitment and hiring process with the integration of the Job Description Migration module, Career Sites upgrade, and Offer Management Tool.</p> <p>Without these features, the length in recruitment and hiring process remains the same and will not provide efficiencies to the process. With the incorporation of these features, it will increase the efficiency of the process and manpower productivity. Gross and net budget impact of \$66,800.</p>	-	66.8	66.8
Total Human Resources & Corporate Safety			1.0	175.5	175.5

TAX SUPPORTED

EXPANSIONS SUMMARY

Department	Division	Description	FTEs	Gross \$ (in 000's)	Net \$
City Manager's Office					
	Office of the City Clerk	Archives Software The introduction of new software will assist Archives in the management of Freedom of Information requests. This will result in a gross and net increase of \$6,000.	-	6.0	6.0
	Office of the City Clerk	Lottery Licensing Officer An expansion of .25 FTE for a student Lottery Licensing Officer will provide an opportunity for valuable workplace experience for post-secondary students. The receipt of a grant is expected to offset the costs of the expansion. The gross increase is \$13,100; net \$8,100.	0.3	13.1	8.1
		Total Office of the City Clerk	0.3	19.1	14.1
	Strategic Initiatives & Engagement	Project Management Office & Project Manager As identified in the Phase One report of the 2020 City Program and Services Review, effective implementation of recommendations is vital to executing change. A key requisite identified to lead successful execution are formal processes for Project management. The City will institute a Project Management Office (PMO) tasked with facilitating effective strategic execution across all areas of the City. A PMO will allow for focus and management of the processes, tools, and activities needed to complete a project change activity. The Project Management Office requires a full-time Project Manager (1 FTE) to oversee complex corporate-wide projects from inception to completion, helping to reduce costs and maximize efficiencies. This position is intended to be filled in in Q3 2023. There will be a gross and net budget increase in 2023 of \$54,200, with an additional \$54,200 being added in 2024.	1.0	54.2	54.2
		Total Strategic Initiatives & Engagement	1.0	54.2	54.2
		Total City Manager's Office	3.3	308.0	203.0

TAX SUPPORTED

EXPANSIONS SUMMARY

Department	Division	Description	FTEs	Gross \$ (in 000's)	Net \$
Community Services					
	Facilities, Fleet & Energy Management	Licensing & Enforcement Fleet Increase to cover the operating costs for the expansion of 2 new vehicles for Licensing and Enforcement. The increase in fleet will result in a gross budget increase of \$11,200 in 2023 and no net budget increase.	-	11.2	-
		Total Facilities, Fleet & Energy Management	-	11.2	-
	Recreation & Culture	Affordable Access Pilot Project Increase in operating costs in order to cover the first half year impact of the Affordable Access Pilot Project as approved in R28/2022. The increase in order to fund this pilot will result in a gross and net budget increase for Recreation and Culture of \$49,800 in 2023 and \$99,600 in 2024.	-	49.8	49.8
		Total Recreation & Culture	-	49.8	49.8
	Transit	Affordable Transit Pass Pilot Project Increase in operating costs in order to cover the first half year impact of the three year Affordable Transit Pass Pilot Project as approved in R28/2022. The increase in order to fund this pilot will result in a gross and net budget increase for Transit Services of \$66,000 in 2023 and \$132,000 in 2024.	-	66.0	66.0
		Total Transit	-	66.0	66.0
		Total Community Services	-	127.0	115.8

TAX SUPPORTED

EXPANSIONS SUMMARY

Department	Division	Description	FTEs	Gross \$ (in 000's)	Net \$
Corporate Services & Long Term Care					
	Corporate Information Technology	<p>Project & Business Analyst</p> <p>Funding for the addition of two Project & Business Analysts (2 FTE) is included. A recommendation of the Corporate Digital Strategy, these positions are required to effectively implement the goals, objectives and work streams outlined in the Strategy. These positions will be part of the IT Delivery Team and will be responsible for overseeing and managing various IT projects and initiatives. Key responsibilities for this position include business process analysis, solution requirements & specifications development, preparing business cases, resource management & planning and project management, monitoring & reporting. One position will commence in Q2 of 2023 and the other will commence in Q3 of 2023. With significant digitization work taking place in the Building Services Division, a portion of these wages for 2023 will be recovered. There will be a gross increase of \$138,500 and net increase of \$103,900 in 2023 and an additional increase of \$75,000 in 2024.</p>	2.0	138.5	103.9
	Corporate Information Technology	<p>Software Rental</p> <p>Additional licensing is required to facilitate the completion of the migration to the Microsoft 365 suite of cloud based office productivity and collaboration tools. Microsoft 365 will enhance communication and collaboration, boost productivity, enable agility and facilitate digital process improvement and digital service delivery with web-enabled access for all components across all devices. In addition, an increase in subscription and software maintenance fees related to the City's Property Management System (AMANDA) is required as a result of the ongoing implementation of e-permitting and e-planning functionality which facilitates online digital service for citizens and streamlines back-office functionality. An expansion of \$330,000 is included in the 2023 budget.</p>	-	330.0	330.0
Total Corporate Information Technology			2.0	468.5	433.9

TAX SUPPORTED

EXPANSIONS SUMMARY

Department	Division	Description	FTEs	Gross \$ (in 000's)	Net \$
Corporate Services & Long Term Care					
	Long Term Care and Senior Services	Pioneer Ridge Personnel Services increased hours for RPNs \$496,400 annual (4.0 FTE & 2.2 PTE), to move to 3.7 hours of direct care, second & third year of four year plan to achieve 4 hours of direct care by March 31, 2025 as per Ministry mandate. All funded by an expansion in Ministry funding. Start date in 2023 will be delayed and will offset expansion by \$260,500. \$235,800 gross impact no net budget impact.	6.2	235.8	-
	Long Term Care and Senior Services	Jasper Apartments Personnel Services increased hours \$282,700 (2.0 FTE & 2.4 PTE). \$252,300 (2.0 FTE & 2.0 PTE) for Support Service Workers to assist tenants and \$30,400 (0.4 PTE) for Therapeutic Recreationist to provide social programming for tenants (also converted part-time hours to create one full-time Therapeutic Recreationist for better recruitment/retention and scheduling). \$503,600 in confirmed revenue to cover expansions and offset Municipal contribution to the program. \$282,800 gross impact and (\$233,800) net budget impact.	4.4	282.8	(233.8)
		Total Long Term Care and Senior Services	10.6	518.6	(233.8)
	Revenue	Court Services Clerk One FTE Court Services Clerk required to operate a virtual court environment. 2022 One Time FTE proposed to be a permanent expansion. Gross and net budget increase of \$52,400.	1.0	52.4	52.4
		Total Revenue	1.0	52.4	52.4
		Total Corporate Services & Long Term Care	13.6	1,039.5	252.5

TAX SUPPORTED

EXPANSIONS SUMMARY

Department	Division	Description	FTEs	Gross \$ (in 000's)	Net \$
Development & Emergency Services					
	Community Strategies	Research and Policy Analyst Policy & Research Analyst – Community Strategies (.2 FTE) to manage demands for assistance needed to support the implementation of the City of Thunder Bay's Community Safety & Well-Being Strategy, Thunder Bay Drug Strategy and initiatives related to community safety, upstream prevention, and drug policy issues. Gross and net budget impact of \$14,300.	0.2	14.3	14.3
	Community Strategies	CityStudio Coordinator Temporary CityStudio Coordinator (1.0 FTE) fully funded by Canadian Institute for Health Research (CIHR) – funding flowing to Ottawa University as lead organization for a 3 year term to be responsible for the successful planning and implementation of CityStudio Thunder Bay. This will involve establishing and nurturing successful working relationships with City staff, Lakehead University, Northern Ontario School of Medicine University, community partners and the public to source and curate project ideas and course collaborations (up to 30/year). Gross budget impact of \$83,700 with no net budget impact.	1.0	83.7	-
	Community Strategies	Anti-Racism & Respect Intern Temporary Anti-Racism & Respect Intern (1.0 FTE) partially funded by NOHFC to provide support to the Anti-Racism and Respect Committee and the Community Safety and Well-Being anti-racism and respect efforts. Gross budget impact of \$75,500 and net budget impact of \$40,500.	1.0	75.5	40.5
Total Community Strategies			2.2	173.5	54.8
	Licensing & Enforcement	Fleet Operational dollars in Fleet Services will be required to support the acquisition of two new enforcement vehicles and the use of four pool vehicles provided by Fleet Services to support the expanded complement. The net budget expansion for 2023 is \$11,200.	-	-	11.2
Total Licensing & Enforcement			-	-	11.2

TAX SUPPORTED

EXPANSIONS SUMMARY

Department	Division	Description	FTEs	Gross \$ (in 000's)	Net \$
Development & Emergency Services					
	Development Services	Supervisor - Planning Services Supervisor – Planning Services (1.0 FTE) implements the 2022 EMT approved restructuring which created the Development Services Division that includes the Planning Section and Realty Services Section. The Supervisor – Planning Services was redeployed to Manager – Planning Services and restructuring plans included for a request to be made in 2023 to reintroduce the Supervisor – Planning Services position. The restructure was undertaken to better support effective development in Thunder Bay, support advancing Council’s major development goals, and increase agility to meet service demands and respond to unexpected events. The Supervisor will support the efficient and effective operation and delivery of services of the Planning Section and the Committee of Adjustment. In 2022, Bill 109 – More Homes for Everyone Act was introduced, which creates shortened timeframes for decisions on some planning applications and could result in application fee refunds on an escalating scale when decision timeframes are not achieved. The Supervisor will play an essential role in achieving compliance. In addition, the Supervisor participates in the supervision of the Mapping staff and manages the Community Improvement Plan program which supports the upgrading of buildings in the City’s Strategic Core Areas. This position will start July 1 resulting in a gross and net budget impact of \$57,500. The remaining cost of \$57,000 will be added to the 2024 budget.	1.0	57.5	57.5
	Development Services	Major Project Liaison - Realty Temporary Major Project Liaison (1.0 FTE) to assist with major realty project work including the Victoriaville demolition and Pool 6 development projects to be funded from the Land Development Account for a 3 year term. Gross budget impact of \$99,500 with no net budget impact.	1.0	99.5	-
Total Development Services			2.0	157.0	57.5

TAX SUPPORTED

EXPANSIONS SUMMARY

Department	Division	Description	FTEs	Gross \$ (in 000's)	Net \$
Development & Emergency Services					
	Building Services	Digitization Project Transfer from Building Permit Reserve Fund of \$34,600 will support significant digitization projects in the Building Services Division through funding a portion of a CIT Project & Business Analyst position. Gross and net impact of \$0	-	-	-
		Total Building Services	-	-	-
	Superior North EMS	Analyst/Research Coordinator Referencing Corporate Report R83/2021, Superior North EMS Organizational Redesign (Phase II and Phase III), the following Analyst/Research Coordinator position has been approved for inclusion in the 2023 operating budget. This position will review work processes/systems, providing recommendations and follow up (1 FTE). Total gross cost of \$105,200. This position will start effective July 1 resulting in a gross budget impact of \$52,600 and net budget impact of \$42,100 in 2023. Remaining costs will be added to the 2024 budget.	1.0	52.6	42.1
	Superior North EMS	City Operations Replacement Hours. Increase in PT replacement hours due to collective agreement provisions of FT staff (0.1 FTE). Gross budget impact of \$11,300 and net budget impact of \$9,000.	0.1	11.3	9.0
	Superior North EMS	District Operations Enhanced staffing hours at District Stations due to system business (11 FTE, 3.2 PTE). Gross budget impact of \$1,666,500 and net budget impact of (\$168,700). Cost is offset by increases to Provincial Grants for First Nation funding and contributions from District Municipalities. District Stations to receive enhanced staffing hours will be Geraldton, Shuniah, Marathon and Kakabeka.	14.2	1,666.5	(168.7)
	Superior North EMS	Transportation of Medically Stable Patients Program began prior to 2023. Funding has been used to establish a transportation service to transport medically stable patients, thus allowing ambulances to remain available for 911 calls. Gross budget impact of \$507,200 with no net budget impact. Program is fully funded by the Province.	-	507.2	-
		Total Superior North EMS	15.3	2,237.6	(117.6)

TAX SUPPORTED

EXPANSIONS SUMMARY

Department	Division	Description	FTEs	Gross \$ (in 000's)	Net \$
Development & Emergency Services					
	Support Services	Telecommunications Telecommunications data plans required to support mobile capabilities linked to the digitization work being undertaken through the Streamline Development Approval Fund. Gross and net budget impact of \$2,600.	-	2.6	2.6
		Total Support Services	-	2.6	2.6
	Thunder Bay Fire Rescue	Purchased Services Consistent with Report R105/2022 Fire Services Strategic Plan – Implementation Plan Administrative Update, the associated lease costs for the medium term accommodation of Fire Services Administrative staff has been included in the 2023 Operating Budget for Council's consideration. Gross and net budget impact of \$75,000.	-	75.0	75.0
		Total Thunder Bay Fire Rescue	-	75.0	75.0
		Total Development & Emergency Services	19.5	2,645.7	83.5
Infrastructure & Operations					
	Parks	Parks Infrastructure Completion of 2022 capital construction projects of a new playground at Boulevard Lake and 1.6 km of new Legion Track multi-use trail requires an expansion in materials of \$200 to ensure resources are available to maintain this new infrastructure. Resulting in a gross and net budget impact of \$200.	-	0.2	0.2
		Total Parks	-	0.2	0.2
	Roads	Roads Infrastructure Completion of 2022 capital construction projects requires an expansion of material increases \$7,200 and \$83,300 purchased services to ensure resources are available to maintain traffic light communication, 2 new low impact developments, 4 new pedestrian crossovers, 1.4 km of new curbing, 7.5 km of new trails on Balmoral and Marina Water Front and 3.7 km of new sidewalk on High, Inchiquin, Frederica and John. Resulting in a gross and net budget impact of \$90,500.	-	90.5	90.5

TAX SUPPORTED

EXPANSIONS SUMMARY

Department	Division	Description	FTEs	Gross \$ (in 000's)	Net \$
Infrastructure & Operations					
	Roads	Winter Control Service improvements in winter control snow plowing requires an additional 0.5 FTE relief winter workers. Gross and net budget impact of \$12,800. This expansion has been offset with a reduction in overtime.	0.5	12.8	12.8
		Total Roads	0.5	103.3	103.3
	Solid Waste & Diversion	Municipal Recycling Program Coordinator Expansion of one temporary full time employee \$95,400 as approved in Corporate Report R 120/2022 to support the City's transition of services of the Provincial Blue Box Program to the new regulatory framework. The FTE expansion will be funded from Capital in 2023, as a result the impact to the tax levy in 2024 will be \$95,400. The cost of \$10,000 is required for promotion and education to support transition of services. Gross budget and net budget impact of \$10,000.	1.0	10.0	10.0
	Solid Waste & Diversion	Organics (Green Bin) Program Expansion of one temporary full time employee as approved in Corporate Report R24/2022 to support implementation of the Provincially mandated Food and Organic Waste (Green Bin) Program. Expansion of curbside leaf and yard waste program to four (4) collection events annually to support Food and Organic Waste (Green Bin) Program mandated diversion target. Staff are not expected to be implemented until June 1, 2023 resulting in a reductions of (\$34,200) for 2023. The full amount for the staff will be required in 2024 and beyond. Gross and net budget impact of \$223,400.	1.0	223.4	223.4
		Total Solid Waste & Diversion	2.0	233.4	233.4
		Total Infrastructure & Operations	2.5	336.9	336.9
		Total Tax Supported Departments	38.9	4,457.1	991.7

TAX SUPPORTED

EXPANSIONS SUMMARY

Department	Division	Description	FTEs	Gross \$ (in 000's)	Net \$
Outside Boards					
	Arts & Heritage	Staffing Expansions for Thunder Bay Art Gallery to support Indigenous Curator and Part Time Visitor Services positions, Thunder Bay Museum to change the one-time contract security patrol position funded in 2021 and 2022 to a permanent component of the Museum's Budget, Roots Community Food Centre in recognition of the increased costs associated with changes to the organization's operations, and Thunder Bay Community Auditorium to support the increased costs associated with the move to an arm's length relationship with the City. Gross and net impact of \$137,000.	-	137.0	137.0
		Total Arts & Heritage	-	137.0	137.0
	Community Economic Development Commission	Marketing Coordinator Increase of (1.0 FTE) for a Marketing Coordinator position in order to facilitate and support the new CEDC Strategic Plan. The new Strategic Plan (2023-2025) will increase the marketing and communication needs of the CEDC to ensure that all marketing components are met within the new pillars. This position will commence in Q1 of 2023, there will be a gross and net budget impact of \$86,600 in 2023.	1.0	86.6	86.6
	Community Economic Development Commission	Project Coordinator Increase of (1.0 FTE) for a Project Coordinator position that directly supports the Entrepreneur Centre - Starter & Summer Company grant program. As well, 50% of the position is funded through the Municipal Accommodation Tax (MAT). This position directly supports Tourism Thunder Bay and the Tourism Investment Committee (TIC) in the administration of the MAT funding program that supports continued tourism growth and development by providing funding to events and product development. There will be a gross budget impact of \$97,100 and net budget impact of \$48,600 in 2023.	1.0	97.1	48.6

TAX SUPPORTED

EXPANSIONS SUMMARY

Department	Division	Description	FTEs	Gross \$ (in 000's)	Net \$
Outside Boards					
	Community Economic Development Commission	Digital Marketing Assistant Increase of (0.4 PT FTE) for a Digital Marketing Assistant – Summer Student position in order to facilitate and support the Marketing & Information Officer and Tourism Thunder Bay related to digital content in order to execute the requirements of the Strategic Plan and marketing strategies of the CEDC. There will be a gross budget impact of \$19,700 and a net budget impact of (\$300) in 2023. This position will commence from May until the end of August each year.	0.4	19.7	(0.3)
		Total Community Economic Development Commission	2.4	203.4	134.9
	Thunder Bay Police Service	Central Records Clerks Funding for additional Central Records Clerks (3 FTE) is included. These positions will commence in Q2 of 2023 with a gross and net increase of \$194,300 in 2023 and an additional increase of \$78,900 in 2024.	3.0	194.3	194.3
	Thunder Bay Police Service	Digital Evidence Management Clerks Funding for additional Digital Evidence Management Clerks (2 FTE) is included. These positions will commence in Q2 of 2023 with a gross and net increase of \$130,300 in 2023 and an additional increase of \$51,900 in 2024.	2.0	130.3	130.3
	Thunder Bay Police Service	Property & Stores Clerk Funding to increase the position of a Property & Stores Clerk from part time to full time (0.4 FTE) is included. This increase will commence in Q2 of 2023 with a gross and net increase of \$30,500 in 2023 and an additional increase of \$9,300 in 2024.	0.4	30.5	30.5

TAX SUPPORTED

EXPANSIONS SUMMARY

Department	Division	Description	FTEs	Gross \$ (in 000's)	Net \$
Outside Boards					
	Thunder Bay Police Service	Training Administrative Assistant Funding for the position of a Training Administrative Assistant (1 FTE) is included. This position will commence in Q2 of 2023 with a gross and net increase of \$56,600 in 2023 and an additional increase of \$27,900 in 2024.	1.0	56.6	56.6
	Thunder Bay Police Service	Intelligence Assistant Funding to increase the position of the Intelligence Assistant from part time to full time (0.4 FTE) is included. This increase will commence in Q2 of 2023 with a gross and net increase of \$21,700 in 2023 and an additional increase of \$8,100 in 2024.	0.4	21.7	21.7
	Thunder Bay Police Service	Sworn Members There is a need to increase the sworn complement (14 FTE) to meet the needs of the community based on the levels of calls for service. It is estimated that TBPS would be successful at recruiting 4 experienced Officers started at the appropriate wage scale with the remaining positions promoted within and backfilling with inexperienced Officers that would start at the beginning of the pay scale. Once the recruitment process is completed the proposed expansions would include the following positions: a Recruitment Officer, 2 Training constables, a Major Crime Digital Evidence Management Detective Constable, an additional Forensics Detective Constable, an Intelligence Detective Constable, 2 Major Crime Detective Constables, a Community Oriented Response Constable, a Community Inclusion Constable, 3 Primary Response Constables and a Community Oriented Response Sergeant. These positions are projected to commence throughout Q2, Q3 and into 2024 which is directly linked to the success of the recruitment program. There will be a gross and net increase of \$546,200 in 2023 and an additional increase of \$885,900 in 2024.	14.0	546.2	546.2
		Total Thunder Bay Police Service	20.8	979.6	979.6
		Total Outside Boards	23.2	1,320.0	1,251.5
		Total Expansions	62.1	5,777.1	2,243.2

**Rate Supported
Proposed Operating Budget Summary
(In \$000s)**

	Approved 2022	2023 Base	Expansions	User Fees	Reductions	2023 Revised Base	2023 Increase (Decrease)	One Time	Total 2023 \$ Request	Total 2023 % Change
<u>Infrastructure & Operations</u>										
Solid Waste - Landfill Operations	(1,238.1)	(248.2)	-	(74.5)	-	(322.7)	(73.9)%	-	(322.7)	(73.9)%
Wastewater	(6,324.7)	(3,684.8)	12.4	(793.7)	-	(4,466.1)	(29.4)%	-	(4,466.1)	(29.4)%
Waterworks	(8,042.0)	(6,786.3)	4.2	(974.4)	-	(7,756.5)	(3.6)%	-	(7,756.5)	(3.6)%
Boater Services	(92.8)	(113.7)	-	(26.6)	-	(140.3)	51.2%	-	(140.3)	51.2%
Total Infrastructure & Operations	(15,697.6)	(10,833.0)	16.6	(1,869.2)	-	(12,685.6)	(19.2)%	-	(12,685.6)	(19.2)%
Total Departments	(15,697.6)	(10,833.0)	16.6	(1,869.2)	-	(12,685.6)	(19.2)%	-	(12,685.6)	(19.2)%
TOTAL OPERATIONS	(15,697.6)	(10,833.0)	16.6	(1,869.2)	-	(12,685.6)	(19.2)%	-	(12,685.6)	(19.2)%
<u>Net Capital</u>										
Solid Waste (Landfill)	460.9	1,824.4	-	-	-	1,824.4	295.8%	-	1,824.4	295.8%
Wastewater	5,922.5	6,555.6	-	-	-	6,555.6	10.7%	-	6,555.6	10.7%
Waterworks	8,406.0	7,282.3	-	-	-	7,282.3	(13.4)%	-	7,282.3	(13.4)%
Boater Services	60.0	60.0	-	-	-	60.0	0.0%	-	60.0	0.0%
Net Capital	14,849.4	15,722.3	-	-	-	15,722.3	5.9%	-	15,722.3	5.9%
<u>Provisions to(from) Reserve Funds</u>										
Landfill Reserve fund	777.2	(1,576.2)	-	74.5	-	(1,501.7)	(293.2)%	-	(1,501.7)	(293.2)%
Sewer Rate Reserve Fund	402.2	(2,870.8)	(12.4)	793.7	-	(2,089.5)	(619.5)%	-	(2,089.5)	(619.5)%
Waterworks Reserve Fund	(364.0)	(496.0)	(4.2)	974.4	-	474.2	(230.3)%	-	474.2	(230.3)%
Marina Reserve Fund	32.8	53.7	-	26.6	-	80.3	144.8%	-	80.3	144.8%
	848.2	(4,889.3)	(16.6)	1,869.2	-	(3,036.7)	(458.0)%	-	(3,036.7)	(458.0)%
TOTAL BUDGET (NET)	-	-	-	-	-	-	0.0%	-	-	0.0%

Rate Supported

Proposed Capital Budget Summary with Sources of Financing

(in \$000s)

	Approved 2022 Capital		Proposed 2023 Capital				
	Gross	Net from Reserve Funds	Gross	Grants	Other	Debenture	Net from Reserve Funds
Infrastructure & Operations							
Solid Waste (Landfill)	460.9	460.9	1,824.4	-	-	-	1,824.4
Wastewater (Sewer)	14,430.5	5,922.5	11,243.6	742.0	946.0	3,000.0	6,555.6
Waterworks	12,606.0	8,406.0	11,482.3	-	-	4,200.0	7,282.3
Waterfront Park - Boaters Services	360.0	60.0	60.0	-	-	-	60.0
Total Gross and Net Capital	27,857.4	14,849.4	24,610.3	742.0	946.0	7,200.0	15,722.3

RATE SUPPORTED**USER FEE INCREASES SUMMARY**

Department	Division	Description	Net \$ (in 000's)
Infrastructure & Operations			
	Solid Waste	Landfill Tipping Fees Consistent with the Solid Waste Financial Plan, Tipping Fees and Special Handling will increase by 3% in 2023. The \$10 minimum charge will remain unchanged, as will the rates for Contaminated Waste. The estimated revenue increase will have a net budget impact of \$74,500.	(74.5)
	Waterworks	Water Rates Water billings, fixed and variable, will increase 3.0% in 2023 consistent with the Water Authority Financial Plan. The increase will be applied to all charges paid by customers for water services. The projected net budget impact of the rate changes is forecast to be an increase of \$974,400 in revenues.	(974.4)
	Wastewater	Sewer Surcharge Sewer Surcharge rate will remain at 90% of Water billings. Revenue on customer accounts subject to Sewer Surcharge will increase based on the Water rate increase of 3.0%. Additionally, any Sewer Surcharge fees or other services will increase by 3.0%. The net budget impact on revenue is forecast to be \$793,700 for 2023.	(793.7)
	Boater Services	Docking Fees A 5% increase in rentals (docking) and fuel prices has been included in the 2023 budget. The estimated revenue from the increase will have a net budget impact of \$26,600.	(26.6)
Total User Fee Increases			<u><u>(1,869.2)</u></u>

RATE SUPPORTED

EXPANSIONS SUMMARY

Department	Division	Description	FTEs	Gross \$ (in 000's)	Net \$
Infrastructure & Operations					
	Waterworks	Watermain Infrastructure Completion of 2022 capital construction projects for Current River Fire Flow Looping from Dewe to Leslie requires an expansion of \$300 to ensure staff and resources are available to maintain the new water main. Resulting in a gross and net budget impact of \$300.	-	0.3	0.3
	Waterworks	Watermain Infrastructure Sub-division takeover of Gemstone Stage 5 requires an additional 0.1 FTE \$3,900 to ensure staff and resources are available to maintain 3 new hydrants, 28 new water service connections and 0.52 km of new water main. Resulting in a gross and net budget impact of \$3,900.	0.1	3.9	3.9
	Wastewater	Storm Sewer Infrastructure Completion of 2022 capital construction projects requires an expansion of 0.1 FTE to ensure staff and resources are available to maintain 0.94 km of PPCP storm sewers on Legion Track Drive, Bay, Franklin and Wiley Street and 1.46 km new storm sewers on Beaverhall, James, Leland and Duke. Resulting in a gross and net budget impact of \$6,200.	0.1	6.2	6.2
	Wastewater	Storm Sewer Infrastructure Sub-division takeover of Gemstone Stage 5 requires an additional 0.1 FTE to ensure staff and resources are available to maintain 18 new catch basins, 9 new storm maintenance holes, 28 new storm sewer connections and 0.82 km new sanitary mains. Resulting in a gross and net budget impact of \$6,200.	0.1	6.2	6.2
Total Expansions			0.3	16.6	16.6

Definitions - 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 (Landfill), 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

The City's plan to purchase, build, maintain, repair and replace assets including infrastructure such as roads, vehicles/equipment, parks, sidewalks, trails, streetlights, playgrounds and buildings. Capital budget can also include budgets for projects that span multiple years (ex. studies).

Capital Financed by the Tax Levy

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)

A 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 tax rate associated with a service or activity of the municipality that is not being provided or undertaken generally throughout the municipality, or is being provided or undertaken at different levels or in a different manner in different parts of the municipality. The City has a special area rate for garbage, public transportation (transit), sewage & drainage (storm water), and street lighting.

Full Service Tax Rate

A percentage rate that is applied to the current value assessment (CVA) of a property to determine the taxes payable. The term Full Service Tax Rate includes the municipal and education tax rates. The Municipality sets the municipal tax rates. The municipal tax rates includes the general rates and the special area tax rates. The Minister of Finance sets the 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, new multi-residential, multi-residential, commercial, industrial, pipeline, farm, and managed forests property classes. A municipality may adopt optional

classes (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 commercial or industrial tax ratio 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. If the multi-residential tax ratio is above the threshold ratio, a full 100% levy increase restriction applies. This restriction does not apply to urban/special service levy increases. In 2022, the levy restriction applied only to the commercial class.

Gross 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.

Net Operating Budget

Expenditures required to deliver day to day City services less certain revenues received by the City (e.g. user fees, specific grants, building permit fees etc.) and transfers to/from reserve funds.

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. Canada Community-Building Fund (formally known as Federal 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. Due to the pandemic, the scheduled 2020 reassessment was postponed. Properties are currently valued based on January 1, 2016 values and these values will remain for 2023.

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

$$\begin{aligned} & \text{Base Budget} \\ + & \text{One Time Items} \\ +/- & \text{User Fee Changes} \\ - & \text{Reductions} \\ + & \text{Expansions} \\ +/- & \text{Change in Provincial Funding \& Other Revenues} \\ + & \text{Capital Financed by the Tax Levy} \\ = & \text{Total Municipal Tax Levy Requirement} \end{aligned}$$

Step 2) Calculate the Amount to be Raised by Taxation

$$\begin{aligned} & \text{Total Municipal Tax Levy Requirement} \\ - & \text{Taxation Revenue not based on Assessment (Example: Railway or Airport Levy)} \\ = & \text{Amount to be Raised by Taxation} \end{aligned}$$

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 2022 was 2.042037. Tax policy refers to changing a non-residential ratio, which transfers the tax burden to other property classes.

Step 4) Tax Rate Calculation

$$\begin{aligned} & \text{Total Amount to be Raised by Taxation} \\ & \text{Total Assessment x Tax Ratios} \end{aligned}$$