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CORPORATE SERVICES

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CORPORATE SERVICES

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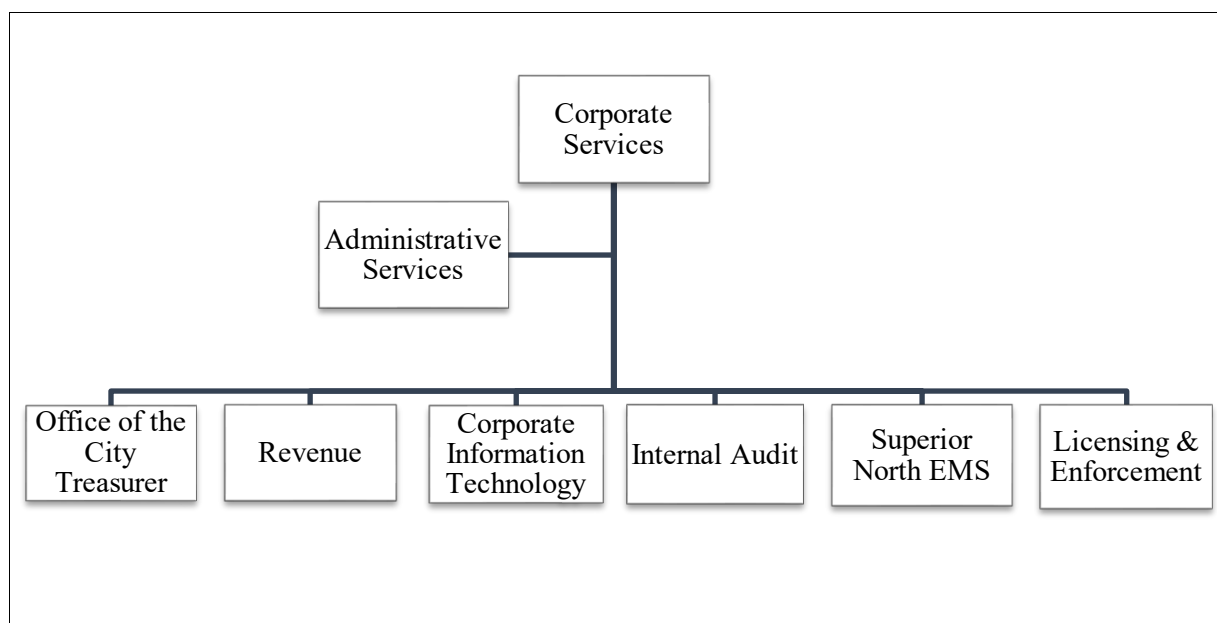
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CORPORATE SERVICES BUDGET OVERVIEW



Corporate Services provides customer centered support, innovative information technology services and business solutions, promotes fiscal sustainability through policy management and financial stewardship, evaluation of internal controls, revenue collection, by-law administration and enforcement, as well as administration of pre-hospital emergency care and community paramedicine through Superior North Emergency Medical Service (SNEMS).

Services

The **Office of the City Treasurer** provides financial leadership, stewardship, and strategic financial support across the Corporation. The Office is responsible for overseeing financial reporting, accounts payable, capital asset accounting, corporate asset management, financial strategy, budgets and long-term financial planning, banking & investments, debt management, procurement of goods and services, centralized stores operations, printing & imaging services, courier and disposal of surplus goods.

Revenue is responsible for carrying out the Long-Term Tax Strategy, maintaining the official tax assessment role, and the administration of property taxes. The Division oversees the billing and collection of revenue (taxes, water, wastewater, accounts receivable), payment processing, provincial land tax administration and Provincial Offences Act administration and prosecution.

Corporate Information Technology (CIT) provides IT services including application, network and computing hardware support, information systems development, integrated business process solutions and IT security controls.

Internal Audit provides independent evaluation of internal control systems, compliance audits, recommendations for improvements and benchmarking/performance measurement support, as directed by the Audit Committee.

Superior North Emergency Medical Services (SNEMS) provides pre-hospital emergency care and community paramedicine programs within the City of Thunder Bay and throughout the District. SNEMS operates out of 19 stations and responds to over 42,000 calls per year.

The **Licensing & Enforcement Division** is comprised of Municipal Enforcement Services and the Parking Authority. The Division is responsible for issuing various licenses, administering and enforcing various municipal by-laws, providing animal impoundment services, and managing municipally owned parking. An Outside Board provides direction to the Parking Authority and its budget is presented along with other Outside Boards.

Corporate Services Budget Summary

	Proposed 2024 (in \$000s)	2023 (in \$000s)	\$ Change (in \$000s)	% Change
Operating				
Gross	\$56,233.2	\$53,051.1	\$3,182.1	6.0%
Net	\$22,796.6	\$22,462.1	\$334.5	1.5%
Capital				
Gross	\$2,168.5	\$5,878.6	(\$3,710.1)	(63.1%)
Net	\$850.0	\$1,389.2	(\$539.2)	(38.8%)

Staffing Complement	Proposed 2024 FTE	2023 FTE	Change	% Change
Full Time Equivalents	326.8	316.0	10.8	3.4%
Part Time Equivalents	45.2	49.9	(4.7)	(9.4%)

Opportunities, Issues and Strategic Initiatives

- Grant Thornton Program and Services Review:
 - CIT continues to work with departments on the Corporate Digital Strategy Implementation Plan items for 2024, which includes continued digitization of building and planning services, digitization of employee time management and shift scheduling, and digitization of by-law and enforcement processes.
 - Included as Operating Budget expansions in 2024 is a Project and Business Analyst (1 FTE) required to advance the objectives of the Digital Strategy by overseeing and managing various IT projects and initiatives.
- Virtual and hybrid court proceedings that were put in place during the pandemic are now a permanent way of operating the courts. Hybrid courts have dramatically increased administrative and court operational pressures. The request for trials has increased and the trial backlog

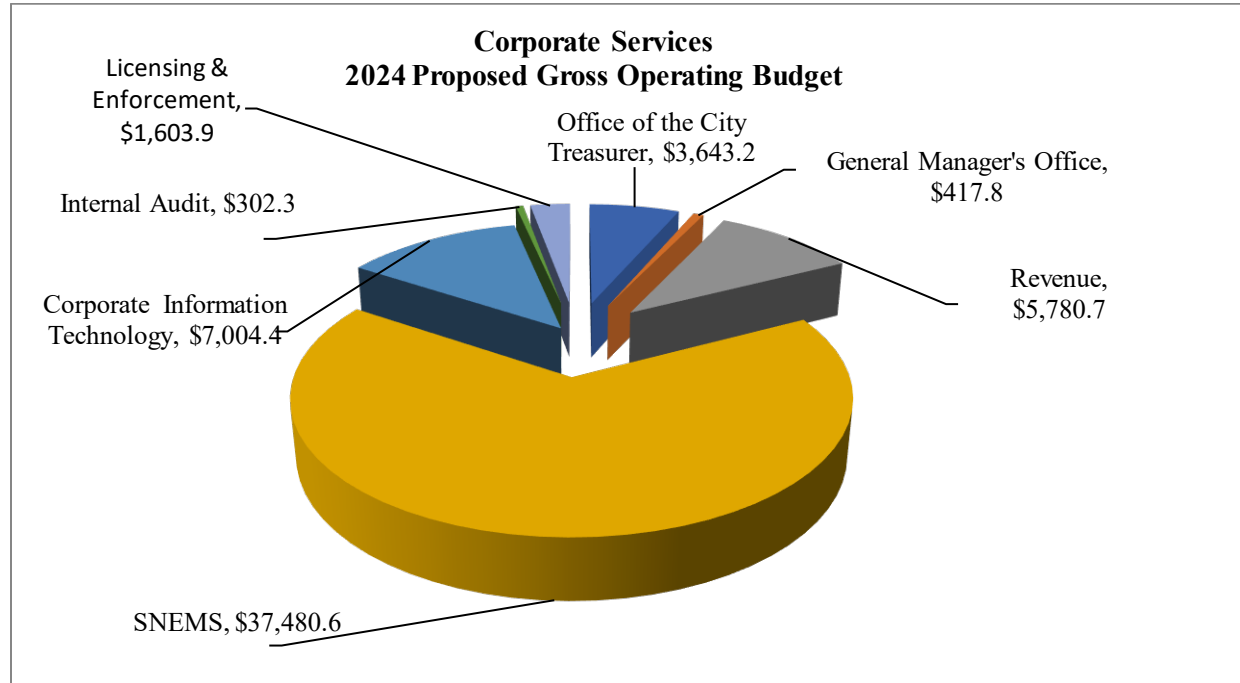
continues to build. To address the changing operating environment in Court Services, 1 FTE expansion is included in the Operating Budget expansions for 2024. Court Services has realized an increase in the number of charges being filed, resulting in increased administration and court operations as well as increased budgeted revenues.

- The City's Corporate Asset Management Financial Strategy continues to be a key priority of the Office of the City Treasurer. Ontario Regulation 588/17 (Asset Management Planning for Municipal Infrastructure) will provide greater standardization and consistency to municipal asset management planning and serve as a budgeting tool to address infrastructure funding deficits and prioritize capital projects. Municipalities are required to have a financing strategy in place for all infrastructure assets by July 1, 2025.
- As outlined in Report 197-2023-Corporate Services & Long-Term Care, many municipalities in Ontario have moved, or are in the process of moving, towards a Multi-Year Budget (MYB). The Government Finance Officers' Association (GFOA) has indicated that planning processes incorporated in MYB enable Councils to implement multi-year visions, improve financial management, and align long-term strategic planning across the corporation.
 - As part of the planning process for the 2023-2027 City of Thunder Bay Strategic Plan, a key consideration is the implementation of MYB. Due to the complexity of implementation and the timeline required to successfully adopt this process, financial resources must be budgeted in 2024. The target will be to incorporate a 2 year MYB for the 2026 & 2027 budget years to coincide with the 2026 Municipal Election.
- The SNEMS Master Strategic Plan update has been accepted as a guiding document and the work plan was approved in July 2022 by Thunder Bay City Council, the legislated governance authority for SNEMS. Implementation will continue over the next decade with annual progress updates to Council.
- EMS will receive funding to implement a Specialized Treatment and Referral (STAR) Program aimed to reduce pressure on the 911 system. This program will focus on requests for service where social issues are a primary factor.
- A new Medical Priority Dispatch System (MPDS) to be implemented in 2024 will prioritize requests for service, providing EMS with greater flexibility in responding to 911 calls.
- One-time expenditure for Deputy Chief had been included to oversee implementation of the STAR and MPDS programs in 2024.
- Expansion of 1 FTE for Commander is included to further advance wellness and non-crisis intervention programs for staff per the EMS Master Plan.
- Licensing & Enforcement underwent restructuring as approved by Council in March 2022, which created the new Municipal Enforcement Services section providing 7-day operable services. Priority areas for implementation in 2024 includes:
 - Hiring additional Municipal Enforcement Officers to achieve full complement;
 - Providing comprehensive training for the new service delivery model; and
 - Establishing new operational protocols and procedures.

Budget Highlights

Proposed 2024 Gross Operating Budget

The Department proposes a 2024 Gross Operating Budget of **\$56.2 million** (2023 - \$53.1 million), broken down by Division as follows:



2024 Net Budget Compared to 2023

Overall, the Department proposes a Net Budget increase of **\$334.4 thousand**, or **1.5%**, broken down as follows:

Category	Proposed 2024 Budget	2023 Budget	\$ Net Budget Impact (in \$000s)	% Increase (Decrease)	Explanation
Gross Expenses	\$56,233.2	\$53,051.1	\$3,182.1	6.0%	Primarily due to expenditures within Superior North EMS (\$1,701.0) and costs related to Purchased Services (\$578.6)
Revenues	(\$34,010.1)	(\$31,810.6)	(\$2,199.5)	6.9%	Increased Provincial funding to support expansions required in Superior North EMS (\$1717.3) and increased User Fees & Services Charges in Revenue (\$134.1) and Fines (\$238.0) in Revenue.
Interfunctional Transfers and Transfers to Own	\$573.5	\$1,221.6	(\$648.1)	(53.0%)	Increased Interfunctional Transfers directed to CIT

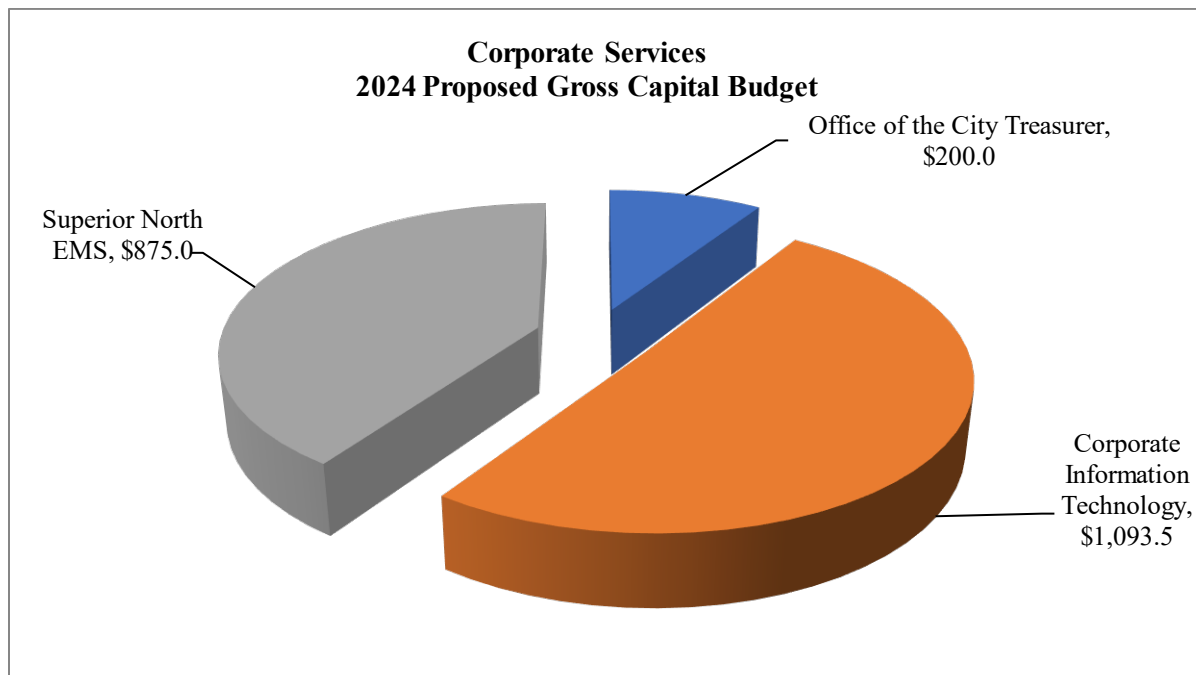
Total Net Budget	\$22,796.6	\$22,462.1	\$334.5	1.5%	
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Proposed 2024 Capital Budget Highlights

The Department proposes a **\$2.2 million gross** (2023 - \$5.9 million) and **\$850 thousand net** (2023 - \$ 1.4 million) capital budget. The 2024 proposed Capital Budget also includes the following key projects:

- Implementation of Corporate Digital Strategy Projects, including continuing the digitization of employee time management & shift scheduling, by-law and licensing processes, and building permits.
- Implementation of multi-year budgeting for the corporate budget process with a target of the first multi-year budget being launched for 2026-2027.
- EMS to source new Ambulance Call Report (ACR) Software as the current system no longer meets the requirements of a growing service.
- Vehicle replacements to maintain EMS' fleet of ambulances. Wait times for new units and the cost of equipment have made it difficult to replace vehicles that have reached life expectancy.

The Departmental proposed 2024 Gross Capital Budget of **\$2.2 million** is broken down by Division as follows:



City of Thunder Bay
BUDGET RECAP (\$000'S)

Corporate Services

2024 BUDGET

	2023 FT	2023 PT	2024 FT	2024 PT	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
FINANCIAL RESOURCES	FTE	FTE	FTE	FTE	Budget	Actuals	Base	% Increase	Time	Increase			Budget	\$ Change	% Change
Corporate Services															
Personnel Services	316.0	49.9	326.8	45.2	43,711.0	41,813.0	44,148.1	1.0%	723.0		(263.2)	334.4	44,942.3	1,231.3	2.8%
Purchased Services					2,149.9	2,010.1	2,433.5	13.2%	45.0			250.0	2,728.5	578.6	26.9%
Rents & Financial Expense					3,401.3	3,449.4	3,558.5	4.6%			(3.0)	665.0	4,220.5	819.2	24.1%
Materials					3,788.9	4,350.4	4,141.9	9.3%	200.0				4,341.9	553.0	14.6%
Gross Expenditures	316.0	49.9	326.8	45.2	53,051.1	51,622.9	54,282.0	2.3%	968.0		(266.2)	1,249.4	56,233.2	3,182.1	6.0%
Provincial Grants					(24,572.0)	(24,217.4)	(25,366.8)	3.2%	(997.9)				(26,364.7)	(1,792.7)	7.3%
Other Municipalities					(3,116.6)	(3,126.0)	(3,153.8)	1.2%				(20.2)	(3,174.0)	(57.4)	1.8%
User Fees & Service Charges					(1,040.2)	(1,036.1)	(1,021.2)	(1.8%)		(134.1)			(1,155.3)	(115.1)	11.1%
Licences, Permits					(267.9)	(261.9)	(267.9)						(267.9)		
Fines					(2,410.0)	(3,050.0)	(2,648.0)	9.9%					(2,648.0)	(238.0)	9.9%
Donations					(0.5)	(0.2)	(0.5)						(0.5)		
Sale of Publications, Equip						(1.1)									
Other Revenues					(403.4)	(270.7)	(399.7)	(0.9%)					(399.7)	3.7	(0.9%)
Revenues					(31,810.6)	(31,963.4)	(32,857.9)	3.3%	(997.9)	(134.1)		(20.2)	(34,010.1)	(2,199.5)	6.9%
Subtotal	316.0	49.9	326.8	45.2	21,240.5	19,659.5	21,424.1	0.9%	(29.9)	(134.1)	(266.2)	1,229.2	22,223.1	982.6	4.6%
Interfunctional Transfers					80.6	29.7	(446.5)	(654.0%)			(24.5)		(471.0)	(551.6)	(684.4%)
Transfers to Own Funds					1,141.0	1,190.0	1,232.0	8.0%				(187.5)	1,044.5	(96.5)	(8.5%)
Net Cost (Income)	316.0	49.9	326.8	45.2	22,462.1	20,879.2	22,209.6	(1.1%)	(29.9)	(134.1)	(290.7)	1,041.7	22,796.6	334.5	1.5%

City of Thunder Bay
BUDGET RECAP (\$'000'S)

General Manager's Office

2024 BUDGET

	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
FINANCIAL RESOURCES															
Corporate Services															
Personnel Services	2.0		2.8		356.1	306.1	322.3	(9.5%)				77.9	400.2	44.1	12.4%
Materials					17.6	9.6	17.6						17.6		0.0%
Gross Expenditures	2.0		2.8		373.7	315.7	339.9	(9.0%)				77.9	417.8	44.1	11.8%
Revenues															0.0%
Subtotal	2.0		2.8		373.7	315.7	339.9	(9.0%)				77.9	417.8	44.1	11.8%
Interfunctional Transfers					101.7	69.4	81.6	(19.8%)					81.6	(20.1)	(19.8%)
Net Cost (Income)	2.0		2.8		475.4	385.1	421.5	(11.3%)				77.9	499.4	24.0	5.0%

General Manager's Office

EXPANSION

GENERAL MANAGER'S OFFICE

Expansion of an Administrative Clerk (1.0 FTE) as recommended in the Digital Strategy and in keeping with 2024 Budget Directions to support Digital Strategy implementation, enhanced budget work, and the administrative work associated with a larger department created by the 2023 Corporate Reorganization. Gross and net budget impact of \$77,900.

REDEPLOYMENT

GENERAL MANAGER'S OFFICE

As a result of July 2023 organizational restructuring, (0.1) of the General Manager position and (0.1) of the Support Services position have been redeployed to the Superior North EMS.

	Net Change	Net Change	One Time	One Time	Reduction	Reduction	User Fees	User Fees	Expansions	Expansions
	FT FTE	PT FTE	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Total General Manager's Office	0.8								77.9	77.9

City of Thunder Bay
BUDGET RECAP (\$000'S)

Office of the City Treasurer

2024 BUDGET

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
Corporate Services															
Personnel Services	31.0	1.3	31.0	0.8	3,136.3	2,966.2	3,300.0	5.2%			(72.7)		3,227.3	91.0	2.9%
Purchased Services					75.4	82.5	75.5	0.1%	20.0				95.5	20.1	26.7%
Rents & Financial Expense					14.4	14.0	13.9	(3.5%)					13.9	(0.5)	(3.5%)
Materials					310.4	335.7	306.5	(1.3%)					306.5	(3.9)	(1.3%)
Gross Expenditures	31.0	1.3	31.0	0.8	3,536.5	3,398.4	3,695.9	4.5%	20.0		(72.7)		3,643.2	106.7	3.0%
Provincial Grants															
User Fees & Service Charges					(103.7)	(80.6)	(103.7)						(103.7)		
Other Revenues					(399.7)	(267.0)	(399.7)						(399.7)		
Revenues					(503.4)	(347.6)	(503.4)						(503.4)		0.0%
Subtotal	31.0	1.3	31.0	0.8	3,033.1	3,050.8	3,192.5	5.3%	20.0		(72.7)		3,139.8	106.7	3.5%
Interfunctional Transfers					156.9	74.0	156.0	(0.6%)					156.0	(0.9)	(0.6%)
Transfers to Own Funds					21.0	21.0	21.0						21.0		
Net Cost (Income)	31.0	1.3	31.0	0.8	3,211.0	3,145.8	3,369.5	4.9%	20.0		(72.7)		3,316.8	105.8	3.3%

Office of the City Treasurer

REDUCTION

SUPPLY MANAGEMENT - COURIER SERVICE

As approved by Council in Report R196-2023, reduction of 0.3 FTEs and associated wages and benefit costs. Gross and net budget reduction of \$11,100.

PRINTING & GRAPHICS

As approved by Council in Report R196-2023, reduction of 1.2 FTEs and associated wages and benefit costs. Gross and net budget reduction of \$61,600.

ONE TIME

SUPPLY MANAGEMENT - CITY STORES

One-time cost of \$20,000 to conduct ground water and soil inspections related to a fuel leak at the Transit Yard. Gross and net budget impact of \$20,000.

REDEPLOYMENT

OFFICE OF THE CITY TREASURER

As a result of July 2023 organizational restructuring, the four (4) General Manager positions were consolidated into three (3), with the residual 1.0 FTE redeployed to create the City Treasurer position.

	Net Change	Net Change	One Time	One Time	Reduction	Reduction	User Fees	User Fees	Expansions	Expansions
	FT FTE	PT FTE	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Total Office of the City Treasurer		(0.5)	20.0	20.0	(72.7)	(72.7)				

City of Thunder Bay
BUDGET RECAP (\$'000'S)

Revenue

2024 BUDGET

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
Corporate Services															
Personnel Services	40.5	1.1	41.1	0.9	3,566.0	3,181.5	3,603.2	1.0%			(24.3)	48.0	3,626.9	60.9	1.7%
Purchased Services					971.2	804.1	1,061.8	9.3%	(25.0)				1,036.8	65.6	6.8%
Rents & Financial Expense					251.1	208.4	286.1	13.9%			(3.0)		283.1	32.0	12.7%
Materials					746.6	1,016.2	833.9	11.7%					833.9	87.3	11.7%
Gross Expenditures	40.5	1.1	41.1	0.9	5,534.9	5,210.2	5,785.0	4.5%	(25.0)		(27.3)	48.0	5,780.7	245.8	4.4%
Provincial Grants					(1,486.9)	(1,248.9)	(1,562.3)	5.1%					(1,562.3)	(75.4)	5.1%
User Fees & Service Charges					(833.5)	(865.6)	(833.5)			(134.1)			(967.6)	(134.1)	16.1%
Fines					(2,400.0)	(3,050.0)	(2,638.0)	9.9%					(2,638.0)	(238.0)	9.9%
Revenues					(4,720.4)	(5,164.5)	(5,033.8)	6.6%		(134.1)			(5,167.9)	(447.5)	9.5%
Subtotal	40.5	1.1	41.1	0.9	814.5	45.7	751.2	(7.8%)	(25.0)	(134.1)	(27.3)	48.0	612.8	(201.7)	(24.8%)
Interfunctional Transfers					(389.6)	(303.2)	(379.5)	(2.6%)					(379.5)	10.1	(2.6%)
Transfers to Own Funds					5.5	5.5	5.5						5.5		
Net Cost (Income)	40.5	1.1	41.1	0.9	430.4	(252.0)	377.2	(12.4%)	(25.0)	(134.1)	(27.3)	48.0	238.8	(191.6)	(44.5%)

Revenue

ONE TIME

PURCHASED SERVICES

Temporary reduction of assessment appeal costs due to deferral of MPAC property reassessment for the 2024 year. Gross and net budget impact of (\$25,000).

REDUCTION

FINANCE, CASHIERS & MAIL PROCESSING

As approved by Council in Report R196-2023, reduction of 0.2 FTE Payment Processing Clerk. Gross and net reduction of \$9,600.

WATER REVENUE

Reduction of 0.3 FTE Water Revenue Clerk summer coverage. Gross and net reduction of \$14,700.

TAX REVENUE

As approved by Council in Report R196-2023, reduction of fees associated with credit card fees for payment of general account receivable balances. Gross and net reduction of \$3,000.

USER FEES

FINANCE, CASHIERS & MAIL PROCESSING

Increase in user fee for NSF Payments. The estimated revenue from the increase is \$2,500.

WATER REVENUE

Increase in user fees for Bill Reprints, Reminder Notices, Door Knockers, New Account Setups, and Water information statements. The estimated revenue from the increase is \$43,600.

TAX REVENUE

Increase in user fees for Additions to Tax Accounts, Bill Reprints, New Account Setups, Mortgage Listings, Court Services Additions to Tax Account, and Reminder Notices. The estimated revenue from the increase is \$75,000.

Increase in user fees for Tax Registrations, Extension Agreements, and Sale of Properties. The estimated revenue from the increase is \$13,000.

EXPANSION

SALARY-COURT SERVICES

One FTE increase in Court Services required to support the Supervisor of Court Services with operational changes as a result of Hybrid courts, an increase in fines and therefore an increase in day-to-day activities. Gross budget impact is \$48,000.

Revenue

	Net Change FT FTE	Net Change PT FTE	One Time Gross	One Time Net	Reduction Gross	Reduction Net	User Fees Gross	User Fees Net	Expansions Gross	Expansions Net
Total Revenue	0.6	(0.2)	(25.0)	(25.0)	(27.3)	(27.3)		(134.1)	48.0	48.0

City of Thunder Bay
BUDGET RECAP (\$000'S)

Corporate Information Technology

2024 BUDGET

	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
FINANCIAL RESOURCES															
Corporate Services															
Personnel Services	33.3		34.4		3,548.7	3,238.9	3,653.5	3.0%				107.6	3,761.1	212.4	6.0%
Purchased Services					55.0	55.0	55.0					250.0	305.0	250.0	454.5%
Rents & Financial Expense					2,066.6	2,038.6	2,130.0	3.1%				665.0	2,795.0	728.4	35.2%
Materials					139.0	126.9	143.3	3.1%					143.3	4.3	3.1%
Gross Expenditures	33.3		34.4		5,809.3	5,459.4	5,981.8	3.0%				1,022.6	7,004.4	1,195.1	20.6%
User Fees & Service Charges					(24.0)	(24.0)	(5.0)	(79.2%)					(5.0)	19.0	(79.2%)
Other Revenues					(3.7)	(3.7)		(100.0%)						3.7	(100.0%)
Revenues					(27.7)	(27.7)	(5.0)	(81.9%)					(5.0)	22.7	(81.9%)
Subtotal	33.3		34.4		5,781.6	5,431.7	5,976.8	3.4%				1,022.6	6,999.4	1,217.8	21.1%
Interfunctional Transfers					(1,930.2)	(1,834.3)	(2,573.0)	33.3%					(2,573.0)	(642.8)	33.3%
Transfers to Own Funds						28.0						(187.5)	(187.5)	(187.5)	
Net Cost (Income)	33.3		34.4		3,851.4	3,625.4	3,403.8	(11.6%)				835.1	4,238.9	387.5	10.1%

Corporate Information Technology

EXPANSIONS

SALARY / FRINGE BENEFITS - Project & Business Analyst(s)

Funding for an additional Project & Business Analysts (1 FTE) is included. A recommendation of the Corporate Digital Strategy, this position is required to effectively implement the goals, objectives and work streams outlined in the Strategy. This position 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. There will be a gross and net increase of \$107,600 in 2024.

PROFESSIONAL FEES

Funding for professional services to further improve the Corporation's security stance have been included. These services will increase technical expertise and augment existing resource availability to allow for advanced security monitoring, improved threat intelligence, and to provide faster detection & response to potential incidents. These costs will be offset by a transfer from the CIT Reserve Fund. Gross budget impact of \$250,000 and a net budget impact of \$62,500 in 2024, with an additional net impact of \$187,500 in 2025.

SOFTWARE RENTAL

Additional licensing is required to extend the use of the Microsoft 365's front-line worker suite of collaboration and productivity tools to all active employees within the Corporation. As identified and recommended in the Corporate Digital Strategy, providing all employees with these tools will enhance communication and collaboration, boost productivity, increase transparency, enable easy sharing of information and provide access to multi-factor authentication and identity management functionality to help the City securely extend access to various self-serve tools and applications to all employees. In addition, the approved 2023 SAP Upgrade Capital Project identified an operating impact for SAP Subscription Licensing which is being incorporated into this budget. An expansion of \$665,000 for both of these items is included in the budget and will be allocated to departments based on the number of computers and/or users of the software. Gross and net budget impact of \$665,000.

ONE TIME

SALARY / FRINGE BENEFITS - Temporary SAP Project Coordinator

One time funding for a temporary SAP Project Coordinator (0.1 FTE) is included. This position is dedicated to the upgrade of the City's Enterprise Resource & Planning System (SAP) Project which started in September 2023. Funding for this position has been included as part of the 2023 Capital Project for the SAP upgrade. This position will be required until May 31, 2024. There will be \$0 gross and net budget impact in 2024.

Corporate Information Technology

	Net Change	Net Change	One Time	One Time	Reduction	Reduction	User Fees	User Fees	Expansions	Expansions
	FT FTE	PT FTE	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Total Corporate Information Technology	1.1								1,022.6	835.1

City of Thunder Bay
BUDGET RECAP (\$000'S)

Internal Audit

2024 BUDGET

	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
FINANCIAL RESOURCES															
Corporate Services															
Personnel Services	3.0		2.0		312.4	301.0	327.5	4.8%			(86.7)		240.8	(71.6)	(22.9%)
Purchased Services					1.5	1.9	1.9	26.7%	50.0				51.9	50.4	3,360.0%
Materials					7.2	8.6	9.6	33.3%					9.6	2.4	33.3%
Gross Expenditures	3.0		2.0		321.1	311.5	339.0	5.6%	50.0		(86.7)		302.3	(18.8)	(5.9%)
User Fees & Service Charges															
Revenues															0.0%
Subtotal	3.0		2.0		321.1	311.5	339.0	5.6%	50.0		(86.7)		302.3	(18.8)	(5.9%)
Interfunctional Transfers					18.5	16.1	17.9	(3.2%)					17.9	(0.6)	(3.2%)
Transfers to Own Funds															
Net Cost (Income)	3.0		2.0		339.6	327.6	356.9	5.1%	50.0		(86.7)		320.2	(19.4)	(5.7%)

Internal Audit

ONE TIME

ENTERPRISE RISK MANAGEMENT (ERM) / PAYMENT CARD INDUSTRY (PCI) COMPLIANCE

Enterprise Risk Management (ERM) provides a structured process for the evaluation and management of risks, that an organization may face. A one-time certified Risk Management consultant will assist with the ongoing identification, risk response, and communication/monitoring of risks (emerging risks) throughout the corporation. The City is also proceeding with its plan to achieve and then maintain PCI Compliance. Payment Card Industry Data Security Standards (PCI DSS) are designed to provide merchants a single set of requirements for safeguarding sensitive credit card data. The one-time professional services are required to engage a Payment Card Industry (PCI) certified vendor to assist with implementation efforts. Gross and net budget impact of \$50,000.

REDUCTIONS

As approved by Council in Report R196-2023, the reduction of (1.0 FTE) for the Project Manager position meets Council direction. Gross and net budget reduction of \$86,700.

	Net Change FT FTE	Net Change PT FTE	One Time Gross	One Time Net	Reduction Gross	Reduction Net	User Fees Gross	User Fees Net	Expansions Gross	Expansions Net
Total Internal Audit	(1.0)		50.0	50.0	(86.7)	(86.7)				

City of Thunder Bay
BUDGET RECAP (\$000'S)

Superior North EMS

2024 BUDGET

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
Corporate Services															
Personnel Services	190.2	44.4	200.4	40.4	31,253.5	30,506.4	31,406.2	0.5%	722.9			100.8	32,229.9	976.4	3.1%
Purchased Services					1,001.7	1,016.6	1,204.2	20.2%					1,204.2	202.5	20.2%
Rents & Financial Expense					1,064.7	1,187.0	1,122.9	5.5%					1,122.9	58.2	5.5%
Materials					2,459.7	2,755.1	2,723.6	10.7%	200.0				2,923.6	463.9	18.9%
Gross Expenditures	190.2	44.4	200.4	40.4	35,779.6	35,465.1	36,456.9	1.9%	922.9			100.8	37,480.6	1,701.0	4.8%
Provincial Grants					(23,085.1)	(22,966.0)	(23,804.5)	3.1%	(997.9)				(24,802.4)	(1,717.3)	7.4%
Other Municipalities					(3,116.6)	(3,126.0)	(3,153.8)	1.2%				(20.2)	(3,174.0)	(57.4)	1.8%
User Fees & Service Charges					(10.0)	(15.0)	(10.0)						(10.0)		
Revenues					(26,211.7)	(26,107.0)	(26,968.3)	2.9%	(997.9)			(20.2)	(27,986.4)	(1,774.7)	6.8%
Subtotal	190.2	44.4	200.4	40.4	9,567.9	9,358.1	9,488.6	(0.8%)	(75.0)			80.6	9,494.2	(73.7)	(0.8%)
Interfunctional Transfers					1,922.8	1,856.0	1,997.3	3.9%			(24.5)		1,972.8	50.0	2.6%
Transfers to Own Funds					1,135.5	1,135.5	1,230.5	8.4%					1,230.5	95.0	8.4%
Net Cost (Income)	190.2	44.4	200.4	40.4	12,626.2	12,349.6	12,716.4	0.7%	(75.0)		(24.5)	80.6	12,697.5	71.3	0.6%

Superior North EMS

EXPANSIONS

PROFESSIONAL STANDARDS COMMANDER

Referencing the Superior North EMS Master Plan (Corporate Report R83/2021) , the Superior North EMS Organizational Redesign (Phase III), supports the Commander position for inclusion in the operating budget. This position will oversee wellness programs and non crisis intervention programs for staff (1 FTE). Total gross cost of \$162,700. The position will be implemented in July resulting in a gross cost of \$82,800, with a net impact of \$66,200 in 2024. The full cost of the position will be included in the 2025 budget.

LOGISTICS SUPPORT

In accordance with the recommendations of the Superior North EMS Master Plan (Corporate Report R83/2021), one FTE is being requested to assist with movement, storage, procurement of inventory and other resources necessary for EMS operations. Gross budget impact of \$66,100, with a net impact of \$52,900. The position will be implemented in July, and the cost will further be split between Operations and the Community Paramedicine Program resulting in a revised gross impact of \$18,000, with a net impact of \$14,400 in 2024. The full cost of the position will be included in the 2025 budget.

ONE TIME

DEPUTY CHIEF

This one-time request is to backfill a commander position, that will be redeployed as an Acting Deputy Chief for implementation of the new organizational structure in accordance with Superior North EMS Master Plan (Corporate Report R83/2021) . The intention to eliminate a Deputy Chief (DC) in Phase I, EMS Organizational Redesign has not been realized for operational reasons and business continuity. The DC maintains stability in operations and provides appropriate training for the new EMS Commander positions. The DC is also the project manager for important initiatives including support of the major system changeover to a new dispatch system (MPDS) and the Specialized Treatment and Referral (STAR) program implementation. The elimination of the Acting Deputy will occur when the new organizational structure is fully in place. The cost for this one time expense will be offset by funding from the Stabilization Reserve. Gross impact of \$181,400, with no net impact in 2024.

SPECIALIZED TREATMENT AND REFERRAL PROGRAM

Funding provided by the Province for program development that will further reduce pressure on the 911 system. Program will focus on responding to requests for service where social issues are identified as a primary problem, reducing the need to engage the 911 system (6.2 FTEs). Program will be 100% funded by the Province. Gross impact of \$741,500 with a net impact of (\$75,000) in 2024.

REDUCTION

BEARDMORE STATION CLOSURE

Closure of the Beardmore Ambulance Station will result in a reduction to facility costs for all other EMS stations. Gross and net budget reduction of \$24,500.

Superior North EMS

FTE DECREASE

As per R196_2023, 2.0 FTEs have been removed (Analyst/Research Coordinator & Superintendent).

	Net Change	Net Change	One Time	One Time	Reduction	Reduction	User Fees	User Fees	Expansions	Expansions
	FT FTE	PT FTE	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Total Superior North EMS	10.2	(4.0)	922.9	(75.0)		(24.5)			100.8	80.6

City of Thunder Bay
BUDGET RECAP (\$000'S)

Licensing & Enforcement

2024 BUDGET

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
Corporate Services															
Personnel Services	16.0	3.1	15.0	3.1	1,538.2	1,313.1	1,535.4	(0.2%)			(79.6)		1,455.8	(82.4)	(5.4%)
Purchased Services					45.0	50.0	35.0	(22.2%)					35.0	(10.0)	(22.2%)
Rents & Financial Expense					4.5	1.4	5.5	22.2%					5.5	1.0	22.2%
Materials					108.6	98.6	107.6	(0.9%)					107.6	(1.0)	(0.9%)
Gross Expenditures	16.0	3.1	15.0	3.1	1,696.3	1,463.1	1,683.5	(0.8%)			(79.6)		1,603.9	(92.4)	(5.4%)
Provincial Grants						(2.4)									
User Fees & Service Charges					(69.0)	(50.9)	(69.0)						(69.0)		
Licences, Permits					(267.9)	(261.9)	(267.9)						(267.9)		
Fines					(10.0)		(10.0)						(10.0)		
Donations					(0.5)	(0.2)	(0.5)						(0.5)		
Sale of Publications, Equip						(1.1)									
Revenues					(347.4)	(316.5)	(347.4)						(347.4)		0.0%
Subtotal	16.0	3.1	15.0	3.1	1,348.9	1,146.6	1,336.1	(0.9%)			(79.6)		1,256.5	(92.4)	(6.9%)
Interfunctional Transfers					200.5	151.9	253.2	26.3%					253.2	52.7	26.3%
Transfers to Own Funds					(21.0)		(25.0)	19.0%					(25.0)	(4.0)	19.0%
Net Cost (Income)	16.0	3.1	15.0	3.1	1,528.4	1,298.5	1,564.3	2.3%			(79.6)		1,484.7	(43.7)	(2.9%)

Licensing & Enforcement

REDUCTION

LICENSING & ENFORCEMENT

As approved by Council in Report R196-2023, elimination of Field Supervisor (1.0 FTE). Gross and net reduction of \$79,600.

	Net Change	Net Change	One Time	One Time	Reduction	Reduction	User Fees	User Fees	Expansions	Expansions
	FT FTE	PT FTE	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Total Licensing & Enforcement	(1.0)				(79.6)	(79.6)				

SCHEDULE D - CORPORATE SERVICES					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Financial Services	Copies of Budget Books, Publications, Studies	Recovery Cost	Recovery Cost	-	0.00%
Supply Management	Tender Document Fee	31.90	31.90	-	0.00%
	Weigh Scale Fee	22.13	22.13	-	0.00%
	Stores Re-sale	Purchase Cost Plus 15%	Purchase Cost Plus 15%	-	0.00%
	Print Shop	Recovery Cost	Recovery Cost	-	0.00%
Revenue	NSF Payments	40.00	40.00	-	0.00%
	Credit Card Reversal Fee	40.00	40.00	-	0.00%
	Municipal Tax Sales Administration Fee:				
	Registration	725.00	800.00	75.00	10.34%
	Extension Agreements	500.00	600.00	100.00	20.00%
	Sale of Property	300.00	400.00	100.00	33.33%
	Late Penalty – Water	5.0%	5.0%	-	0.00%
	Interest on Outstanding General Accounts Receivable (per month)	1.25%	1.25%	-	0.00%
	Collection Fee on Outstanding Provincial Offense Fines	30.00	30.00	-	0.00%
	Tax Certificate	60.00	60.00	-	0.00%
	Tax New account setup fee	35.00	44.00	9.00	25.71%
	Water New account setup fee	35.00	44.00	9.00	25.71%
	Tax Statement of Information (prior years 1999 and later)	10.00	25.00	15.00	150.00%
	Tax Property Ownership Changes	35.00	35.00	-	0.00%
	Additions to Tax Account	35.00	40.00	5.00	14.29%
	Tax Arrears Notices	5.00	7.00	2.00	40.00%
	Tax Bill Reprint Fee	5.00	10.00	5.00	100.00%
	Water Certificate	60.00	60.00	-	0.00%
	Water Account Ownership Changes	35.00	35.00	-	0.00%
	Water Account - Tenant Change	-	35.00	35.00	100.00%
	Water Statement of Information	10.00	25.00	15.00	150.00%
	Water Bill Reprint Fee	5.00	10.00	5.00	100.00%
	Water Arrears Notice	5.00	7.00	2.00	40.00%
	Water Final Bill fee	10.00	10.00	-	0.00%
	Water Final Disconnection Notice	10.00	10.00	-	0.00%
	Water Service Representative Property Visit - no turn off fee	30.00	60.00	30.00	100.00%
	Mortgage Listing Fee (per account)	10.00	12.00	2.00	20.00%
	Photocopies of court documents or exhibits, transcripts of trials and proceedings - Prices per applicable legislation and/or Ministry of the Attorney General policies.				
Licensing & Enforcement	Request for information regarding notices orders or proceedings against property	52.00	150.00	98.00	188.46%
	Eating establishment or food shop class license issued to a “Not for Profit Organization” \$50.00 + +\$67.80 (fire insp)	-	117.80	117.80	100.00%
	Eating establishment or food shop class license issued to any other person	257.00	265.00	8.00	3.11%
	Hairstylist’s license	257.00	265.00	8.00	3.11%
	Lodging house license	257.00	265.00	8.00	3.11%
	Master plumber’s license	257.00	265.00	8.00	3.11%
	Plumbing contractor’s license	257.00	265.00	8.00	3.11%
	Examination Fee	103.00	103.00	-	0.00%
	Stationary Peddler License issued to a “Not-for-Profit Organization” \$50.00 + \$67.80 (fire insp)	-	117.80	117.80	100.00%
	Stationary Peddler license issued to any other person	257.00	265.00	8.00	3.11%
	Peddler license issued to a “Not-for- Profit Organization”	-	50.00/person	50.00/person	100.00%
	Peddler license issued to any other person	257.00	265.00	8.00	3.11%
	Peddler License - Business 2-10 Employees	-	2,000.00	2,000.00	100.00%
	Peddler License - Business 11-30 Employees	-	5,000.00	5,000.00	100.00%

SCHEDULE D - CORPORATE SERVICES

Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Licensing & Enforcement	Peddlers License - Business over 30 Employees	-	5,000.00 + 150.00 per employee over 30 employees	5,000.00 + 150.00 per employee over 30 employees	100.00%
	Pet shop license	257.00	265.00	8.00	3.11%
	Public hall license issued to a "Not-for-Profit Organization"	-	-	-	0.00%
	Public hall license issued to any other person	257.00	265.00	8.00	3.11%
	Refreshment vehicle license for a chip truck, hot dog cart, ice cream cart, popcorn cart issued to any other person	257.00	265.00	8.00	3.11%
	Refreshment vehicle license issued to a "Not-for-Profit Organization"	-	-	-	0.00%
	Other refreshment vehicle license issued to any other person	257.00	265.00	8.00	3.11%
	Vehicle for Hire and Designated Driver (by-law 17/2018):				
	Broker Licence - No charge	-	-	-	0.00%
	Business Licence -No charge	-	-	-	0.00%
	Broker Licence Renewal - No charge	-	-	-	0.00%
	Business Licence Renewal - No charge	-	-	-	0.00%
	Vehicle Licence 1 year	154.00	160.00	6.00	3.90%
	Vehicle Licence Renewal 1 year	103.00	110.00	7.00	6.80%
	Driver's Licence 1 year	103.00	110.00	7.00	6.80%
	Driver's Licence 90 days	52.00	75.00	23.00	44.23%
	Driver's Licence Renewal 1 year	77.00	80.00	3.00	3.90%
	Driver's Licence Renewal 90 days	41.00	75.00	34.00	82.93%
	Licensing Committee Hearing Fee	205.00	215.00	10.00	4.88%
	Change of Information Fee	26.00	30.00	4.00	15.38%
	Replacement Licence Fee	26.00	30.00	4.00	15.38%
	Aborted Impound Fee-	-	-	-	0.00%
	Trailer park license	257.00	265.00	8.00	3.11%
	Production of Duplicate License (as provided for in all business license by-laws)	11.00	20.00	9.00	81.82%
	Fee for re-inspection (as provided for in all business license by-laws)	105.00	125.00	20.00	19.05%
	Request by Applicant or Owner for hearing by Committee (as provided for in all business license by-laws)	-	-	-	0.00%
	License fee for any license that runs for a calendar year period, or a set period of twelve months expiring on a certain date, where the application for the license is made at a time when there will be only six (6) months or fewer to run on the license when it will expire by operation of the by-law.	Prorated	50.00 + Prorated	50.00	100.00%
	Surcharge on other applicable fees where any license is allowed to lapse prior to an application for renewal (as provided for in all business license by-laws)	103.00	110.00	7.00	6.80%
	Encroaching Sign	129.00 or 6.00 per square meter of sign face	150.00	21.00	16.28%
	Mobile Billboard Sign Permit	91.00 up to 4 months	96.00 up to 4 months	5.00	5.49%
	Mobile Permit-erected before permit issued	271.00	288.00	17.00	6.27%
	Approved signs in excess of 23.2 square meters	6.00 per Sq. meter	250.00	N/A	N/A
	Mobile Sign Permit 30 days	91.00 up to 4 months	48.00	25.25	110.99%
	Mobile sign permit-late renewal	136.00	140.00	4.00	2.94%
	All Other Signs	129.00 or 6.00 per square meter of sign face	129.00 or 6.00 per square meter of sign face		0%
	Single Facia Sign Approval per Application	-	150.00	150.00	100.00%
	Multiple Facia Sign per Approval Application / Building Face	-	250.00	250.00	100.00%
	Facia Digital	-	250.00 per sign	250.00 per sign	100.00%
	Ground/Pylon Digital Stand Alone	-	500.00	500.00	100.00%
	Ground/Pylon	-	200.00 per sign + 200.00 Digital Component	200.00 per sign + 200.00 Digital Component	100.00%

SCHEDULE D - CORPORATE SERVICES					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Licensing & Enforcement	Administration fee imposed for attending a property clean up, repair or demolition	80.00 per hour per officer	80.00 per hour per officer	-	0.00%
	Fee for re-inspection as provided for in Property Standards By-Law	105.00	125.00	20.00	19.05%
	Fee for re-inspection as provided for in Yard Maintenance By-Law	105.00	125.00	20.00	19.05%
	Fee for re-inspection for other Municipal compliance orders	55.00	125.00	70.00	127.27%
	Order registered on title fee - non compliance	155.00	175.00	20.00	12.90%
	Order removal from title fee	205.00	225.00	20.00	9.76%
	Second Hand Dealers and/or Scrap dealer Registers	16.00	50.00	34.00	212.50%
	Second Hand Dealers, Salvage Yards, Etc.	21.00	50.00	29.00	138.10%
	Final Notice Fee/Notice of Violation fee	155.00	175.00	20.00	12.90%
	Non-compliance administration fee-notices/NOV's/orders	155.00	175.00	20.00	12.90%
	Appeal fee all notices	77.00	200.00	123.00	159.74%
	Paid duty police assistance	Recovery cost	Recovery cost	-	0.00%
	Issuance of certificate of compliance	103.00	150.00	47.00	45.63%
Pound Services	Dog license fee – unaltered dogs	63.00	65.00	2.00	3.17%
	Dog License Fee – unaltered dogs that have a microchip implant (upon production of a Veterinary Certificate)	47.00	50.00	3.00	6.38%
	Dog License Fee – spayed or neutered dogs (upon production of a Veterinary Certificate)	32.00	40.00	8.00	25.00%
	Lifetime Dog License Fee – spayed or neutered dogs that have a microchip implant (upon production of a Veterinary Certificate)	27.00	75.00	48.00	177.78%
	Dog License Fee – replacement dog license	6.00	10.00	4.00	66.67%
	Cat License Fee – unaltered cats	62.00	65.00	3.00	4.84%
	Cat License Fee – unaltered cats that have a microchip implant (upon production of a Veterinary Certificate)	47.00	50.00	3.00	6.38%
	Cat License Fee – spayed or neutered cats (upon production of a Veterinary Certificate)	31.00	40.00	9.00	29.03%
	Lifetime Cat License Fee – spayed or neutered cats that have a microchip implant (upon production of a Veterinary Certificate)	26.00	75.00	49.00	188.46%
	Cat License Fee – replacement cat registration	6.00	10.00	4.00	66.67%
	Kennel License Fee	161.00	200.00	39.00	24.22%
	Hobby Breeders License Fee	161.00	200.00	39.00	24.22%
	Adoption Fee - Dog	228.00	235.00	7.00	3.07%
	Adoption Fee - Cat	154.00	160.00	6.00	3.90%
	Euthanasia Fee – Dog (Euthanasia to be performed by a veterinarian)	77.00	Full Cost + Disposal	N/A	N/A
	Euthanasia Fee – Cat (Euthanasia to be performed by a veterinarian)	77.00	Full Cost + Disposal	N/A	N/A
	Quarantine Fee – Each day or any part thereof the animal is in quarantine	32.00/day	50.00/day	18.00	56.25%
	Pound Fees (on any first offence) – First Day	63.00	65.00	2.00	3.17%
	Pound Fees (on any first offence) – Each additional day or any part thereof the animal has been impounded	32.00	35.00	3.00	9.38%
	Pound Fees (on any second offence within the current calendar year) – First Day	123.00	150.00	27.00	21.95%
	Pound Fees (on any second offence within the current calendar year) – Each additional day or any part thereof the animal has been impounded	62.00	65.00	3.00	4.84%
	Administrative Release Fee - Return of animal without fine/charges laid (Includes first night)	135.00	140.00	5.00	3.70%
	Administrative Animal Care Fee (starting second night and each night there after)	35.00 per night	35.00 per night	-	0.00%
	Miscellaneous Fees – Veterinary Fees	Recovery Cost	Recovery Cost	-	0.00%
	Appeal for Restraint Order Fee	130.00	150.00	20.00	15.38%
	Cat trap rental (7 nights)	27.00	35.00	8.00	29.63%
	Trap recovery service fee	27.00	35.00	8.00	29.63%
SNEMS	Ambulance call reports/first response call reports	50.00 per request	50.00 per request	-	0.00%
	Rental of ambulance for special events (minimum 4 hours)	154.00 per hour	165.00 per hour	11.00	7.14%
	Standard first aid with CPR/HCT training	175.00	175.00	-	0.00%

SCHEDULE D - CORPORATE SERVICES					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
SNEMS	Standard first aid with CPR/HCT Recertification	100.00	100.00	-	0.00%
	Standard first aid with CPR C training	155.00	155.00	-	0.00%
	Standard first aid CPR C Recertification	90.00	90.00	-	0.00%
	Standard first aid with CPR A training	132.00	132.00	-	0.00%
	Standard first aid CPR A Recertification	85.00	85.00	-	0.00%
	Emergency first aid with CPR C training	110.00	110.00	-	0.00%
	Emergency first aid with CRP A training	95.00	95.00	-	0.00%
	CPR HCP training	98.00	98.00	-	0.00%
	CPR HCP Recertification	75.00	75.00	-	0.00%
	CPR C training	86.00	86.00	-	0.00%
	CPR C recertification	65.00	65.00	-	0.00%
	CPR A training	75.00	75.00	-	0.00%
	First aid instructor training	590.00	590.00	-	0.00%
	First responder training	475.00	475.00	-	0.00%
	Emergency medical care training	950.00	950.00	-	0.00%
	Baby Sitting Courses	45.00	45.00	-	0.00%
	Training room	100.00 per day	100.00 per day	-	0.00%
	CPR – Actar squadron E008 training	25.00 per day	25.00 per day	-	0.00%
	ACLS Manikin and Stimulator E006/E0025 and E007/E0024	250.00 per day	250.00 per day	-	0.00%
	ATLS Manikin and E006/E0024 and E007/E0024	250.00 per day	250.00 per day	-	0.00%
	PALS Baby intubation kit	75.00 per day	75.00 per day	-	0.00%
	PALS/NALS Leg Replacement Kit/Skin Replacement Kit	132.00 per day	132.00 per day	-	0.00%
	BTLS/A/W crash Kelly	100.00 per day	100.00 per day	-	0.00%
Parking Authority	Parking Meter Spaces	0.25/10 minutes	0.25/7.5 minutes	0.008/minute	33.33%
		1.50/60 minutes	2.00/60 minutes	0.008/minute	33.33%
	Minimum Fee	-	2.00	2.00	100.00%
	Marina/Prince Arthur's Landing Parking Spaces	-	3.00/60 minutes	3.00/60 minutes	100.00%
	Marina Market Square Lot - Overnight Rate	-	17.70	17.70	100.00%
	Parkade Charge	1.25/hour			0.00%
		7.00 max. per day			0.00%
		2.50 min. for first two hours			0.00%
	Parkade Charge - flat rate due at exit (per 24 hrs)	-	4.43	4.43	100.00%
	Parkade Monthly Rate - HST included	67.50			0.00%
	Parkade Monthly Rate - exclusive of HST	59.74	79.65	19.91	33.33%
	Surface Lot Monthly Rate - HST included	55.00			0.00%
	Surface Lot Monthly Rate - exclusive of HST	48.68	61.95	13.27	27.26%
	Residential Parking Permit	5.00/permit	5.00/permit	-	0.00%
	Mobile Parking App Convenience Fee	0.15	0.15	-	0.00%
	Online Ticket Payment Convenience Fee	3.50	3.50	-	0.00%

CITY OF THUNDER BAY
CAPITAL DEPARTMENTAL SUMMARY 2024 - 2026
Gross and Tax Funded by Division (\$000'S)

	Pages	2024 Gross Expense	2024 Net From Tax	2025 Gross Expense	2025 Net From Tax	2026 Gross Expense	2026 Net From Tax
Corporate Services							
Office of the City Treasurer	4-29 to 4-30	200.0	200.0	125.0	125.0	275.0	275.0
Corporate Information Technology	4-31 to 4-34	1,093.5	600.0	1,332.8	783.5	1,289.6	679.0
Superior North EMS	4-35 to 4-37	875.0	50.0	1,253.7	0.0	1,167.4	0.0
Licensing & Enforcement	*	0.0	0.0	60.0	60.0	63.0	63.0
Total Corporate Services		2,168.5	850.0	2,771.5	968.5	2,795.0	1,017.0

* No capital projects planned for 2024

CITY OF THUNDER BAY
CAPITAL DIVISIONAL SUMMARY 2024 - 2026
Gross and Tax Funded by Category (\$000's)

	Pages	2024 Gross Expense	2024 Net From Tax	2025 Gross Expense	2025 Net From Tax	2026 Gross Expense	2026 Net From Tax
<hr/>							
Office of the City Treasurer							
Accounting & Budgets	4-30	200.0	200.0	125.0	125.0	275.0	275.0
Total Office of the City Treasurer		200.0	200.0	125.0	125.0	275.0	275.0
<hr/>							

CITY OF THUNDER BAY
Capital Project Detail Sheet
2024 - 2026 Capital Budget Forecast

Project Name :	Multi-Year Budget	
Department :	COR Corporate Services	Project ID : COR-OCT-0001-AB
Division :	Office of the City Treasurer	Parent ID : COR-OCT-0001-AB
Divisional Category :	Accounting & Budgets	Requested Year : 2024
Project Classification :	New Projects	Completion Year : 2025

PROJECT DETAILS

Project Description and Justification

As part of the planning process for the 2023-2027 City of Thunder Bay Strategic Plan, a key consideration is the implementation of a Multi-Year Budget (MYB). Due to the complexity of implementation and the timeline required to successfully adopt this requirement, financial resources must be budgeted in 2024. The target will be to incorporate a 2-year MYB in 2026 & 2027 to coincide with the 2026 Municipal Election.

Consequences of Not Funding

The current budget software does not support multi-year budgeting. A new system will also result in budget efficiencies, enhance budget transparency and inclusiveness.

PROJECT BUDGET

	2024	2025	2026	Total
Expenditures	200,000			200,000
Financing				
Tax - Capital Out of Revenue	200,000			200,000
Financing Total	200,000			200,000

OPERATING EXPANSION

No Operating Impact

CITY OF THUNDER BAY
CAPITAL DIVISIONAL SUMMARY 2024 - 2026
Gross and Tax Funded by Category (\$000's)

	Pages	2024	2024	2025	2025	2026	2026
		Gross	Net	Gross	Net	Gross	Net
		Expense	From Tax	Expense	From Tax	Expense	From Tax
Corporate Information Technology							
Corporate Information Technology							
ERP Upgrade/Ongoing Enhancements	*	0.0	0.0	300.0	0.0	0.0	0.0
Digital Strategy - Transformation Project(s)	4-32 to 4-33	600.0	600.0	783.5	783.5	679.0	679.0
Lifecycle Maintenance of City's Computer Network & Software Infrastructure	4-34	493.5	0.0	249.3	0.0	610.6	0.0
Total Corporate Information Technology		1,093.5	600.0	1,332.8	783.5	1,289.6	679.0

* No capital projects planned for 2024

CITY OF THUNDER BAY
Capital Project Detail Sheet
2024 - 2026 Capital Budget Forecast

Project Name :	Digital Strategy - Transformation Project(s)		
Department :	COR Corporate Services	Project ID :	COR-CIT-0009-IT
Division :	Corporate Information Technology	Parent ID :	COR-CIT-0009-IT
Divisional Category :	Corporate Information Technology	Requested Year :	2024
Project Classification :	New Projects	Completion Year :	On Going

PROJECT DETAILS

Project Description and Justification

The Corporate Digital Strategy has identified various digital transformation opportunities to improve service delivery and related internal business processes through effective use of various digital channels and Information technology solutions. In 2024 these funds will be used to advance digital projects, including the continued rollout of a Digital Staff Scheduling & Time Reporting Solution and digital transformation of Bylaw Licensing & Enforcement's citizen facing services and back-office processes.

The Digital Staff Scheduling & Time Reporting Solution will result in a 2024 operating impact totaling \$52,000. An additional operating impact of \$82,500 is estimated for 2025 with a further operating impact of \$133,000 estimated for 2026. These operating impacts will be distributed across various departmental operating budgets.

Consequences of Not Funding

Priorities identified in the Corporate Digital Strategy will not be able to be actioned in 2024. Service delivery and process improvements will not be achieved. Any identified potential cost savings and improved customer and employee satisfaction will not be realized.

PROJECT BUDGET

	2024	2025	2026	Total
Expenditures	600,000	783,500	679,000	2,062,500
Financing				
Tax - Capital Out of Revenue	600,000	783,500	679,000	2,062,500
Financing Total	600,000	783,500	679,000	2,062,500

OPERATING EXPANSION

	2024	2025	2026	Total
Rents & Financial Expense	52,000	82,500	133,000	267,500
Net Cost (Income)	52,000	82,500	133,000	267,500

CITY OF THUNDER BAY
Capital Project Detail Sheet
2024 - 2026 Capital Budget Forecast

Project Name :	Digital Strategy - Transformation Project(s)		
Department :	COR Corporate Services	Project ID :	COR-CIT-0009-IT
Division :	Corporate Information Technology	Parent ID :	COR-CIT-0009-IT
Divisional Category :	Corporate Information Technology	Requested Year :	2024
Project Classification :	New Projects	Completion Year :	On Going

OPERATING EXPANSION

	2024	2025	2026	Total
<i>Expenses</i>	52,000	82,500	133,000	267,500
<i>Net Cost (Income)</i>	52,000	82,500	133,000	267,500

CITY OF THUNDER BAY
Capital Project Detail Sheet
2024 - 2026 Capital Budget Forecast

Project Name :	Lifecycle Maintenance of City's Computer Network & Software Infrastructure		
Department :	COR Corporate Services	Project ID :	COR-CIT-0010-IT
Division :	Corporate Information Technology	Parent ID :	COR-CIT-0010-IT
Divisional Category :	Corporate Information Technology	Requested Year :	2024
Project Classification :	Cyclical Asset Replacement	Completion Year :	On Going

PROJECT DETAILS

Project Description and Justification

Ongoing strategic upgrades and enhancements of the Corporate network and software infrastructure are a required part of a cost effective strategy. The City must continually replace, upgrade and build up the IT Network, Server and Software Infrastructure in order to maintain vendor support, remain current with technology and protect the confidentiality, integrity and availability of the City's information assets. In 2024, funds will be allocated to: internet perimeter security assessments and remediation, software licensing maintenance requirements, replacement of backup infrastructure, firewall devices and GIS software improvements.

Consequences of Not Funding

Potential unreliable computer network, and expensive and disruptive emergency repairs. The cost of downtime for this infrastructure could place unnecessary stress on the Corporation's daily operations contributing to loss of revenue, decreased customer service and/or increased operating costs. The threat landscape is changing and steps must be taken to protect the network from serious vulnerabilities that may leave the Corporation at risk and could result in unauthorized access to our network, systems and data.

PROJECT BUDGET

	2024	2025	2026	Total
Expenditures	493,500	249,300	610,600	1,353,400
Financing				
Reserve & Reserve Funds	493,500	249,300	610,600	1,353,400
Financing Total	493,500	249,300	610,600	1,353,400

OPERATING EXPANSION

No Operating Impact

CITY OF THUNDER BAY
CAPITAL DIVISIONAL SUMMARY 2024 - 2026
Gross and Tax Funded by Category (\$000's)

	Pages	2024 Gross Expense	2024 Net From Tax	2025 Gross Expense	2025 Net From Tax	2026 Gross Expense	2026 Net From Tax
Superior North EMS							
Superior North EMS							
EMS Vehicle Replacement	4-36	700.0	50.0	1,040.4	0.0	1,167.4	0.0
Computer Equipment	4-37	175.0	0.0	213.3	0.0	0.0	0.0
Total Superior North EMS		875.0	50.0	1,253.7	0.0	1,167.4	0.0

CITY OF THUNDER BAY
Capital Project Detail Sheet
2024 - 2026 Capital Budget Forecast

Project Name :	EMS Vehicle Replacement	
Department :	COR Corporate Services	Project ID : COR-EMS-0002-EM
Division :	Superior North EMS	Parent ID : COR-EMS-0002-EM
Divisional Category :	Superior North EMS	Requested Year : 2024
Project Classification :	Cyclical Asset Replacement	Completion Year : On Going

PROJECT DETAILS

Project Description and Justification

The Superior North Emergency Medical Service (SNEMS) request three new vehicles as part of the service's vehicle replacement program. The vehicles are scheduled replacements of existing units which have reached their useful life expectancy. The vehicles will be used to replace City and District units as required. The cost of ambulances and related equipment has substantially increased in recent years

Consequences of Not Funding

Higher maintenance costs associated with mechanical and body work. Fleet shortages could result in increased response times as well as an increased liability/risk of using older vehicles.

PROJECT BUDGET

	2024	2025	2026	Total
Expenditures	700,000	1,040,400	1,167,400	2,907,800
Financing				
Tax - Capital Out of Revenue	50,000			50,000
Reserve & Reserve Funds	650,000	1,040,400	1,167,400	2,857,800
Financing Total	700,000	1,040,400	1,167,400	2,907,800

OPERATING EXPANSION

No Operating Impact

CITY OF THUNDER BAY
Capital Project Detail Sheet
2024 - 2026 Capital Budget Forecast

Project Name :	Computer Equipment	
Department :	COR Corporate Services	Project ID : COR-EMS-0003-EM
Division :	Superior North EMS	Parent ID : COR-EMS-0003-EM
Divisional Category :	Superior North EMS	Requested Year : 2024
Project Classification :	Cyclical Asset Replacement	Completion Year : 2025

PROJECT DETAILS

Project Description and Justification

Computer equipment is being requested to maintain the Superior North Emergency Medical Service (SNEMS) electronic ambulance call report (ACR) system. This system maintains a record of all call activity for the service and is a mandatory component of quality assurance and service review programs. The SNEMS are projecting end of life for the current software of December 2024. The ACR software is critical to EMS operations and there would be a need to have a new system operational prior to the end of 2024.

Consequences of Not Funding

Paramedics would be unable to complete their ACR. SNEMS, as well as outside agencies such as the Regional Hospitals would be unable to access important patient information. Lack of accurate information would impact the SNEMS certification through the Ministry of Health and Long Term Care.

PROJECT BUDGET

	2024	2025	2026	Total
Expenditures	175,000	213,300		388,300
Financing				
Reserve & Reserve Funds	175,000	213,300		388,300
Financing Total	175,000	213,300		388,300

OPERATING EXPANSION

No Operating Impact

CITY OF THUNDER BAY
CAPITAL DIVISIONAL SUMMARY 2024 - 2026
Gross and Tax Funded by Category (\$000's)

	Pages	2024	2024	2025	2025	2026	2026
		Gross	Net	Gross	Net	Gross	Net
		Expense	From Tax	Expense	From Tax	Expense	From Tax
Licensing & Enforcement							
Licensing & Enforcement							
Enforcement Vehicles	*	0.0	0.0	60.0	60.0	63.0	63.0
Total Licensing & Enforcement		0.0	0.0	60.0	60.0	63.0	63.0

* No capital projects planned for 2024

**CITY OF THUNDER BAY
CAPITAL FORECAST DEPARTMENTAL SUMMARY BY DIVISION
Gross Expense (\$000's)**

	Pages	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
		Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
		Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
Corporate Services											
Revenue	4-40	0.0	0.0	50.0	0.0	0.0	0.0	0.0	20.0	55.0	0.0
Corporate Information Technology	4-41	447.7	2,157.8	387.7	600.4	636.0	368.4	2,315.5	671.6	444.7	559.7
Superior North EMS	4-42	1,082.5	1,364.0	2,812.2	1,384.2	1,288.9	1,195.1	1,749.8	1,243.4	1,528.3	3,230.3
Licensing & Enforcement	4-43	121.5	69.5	105.0	76.5	80.5	144.5	89.0	93.5	98.0	203.0
Total Corporate Services		1,651.7	3,591.3	3,354.9	2,061.1	2,005.4	1,708.0	4,154.3	2,028.5	2,126.0	3,993.0

CITY OF THUNDER BAY
CAPITAL FORECAST DIVISIONAL SUMMARY
Gross Expense (\$000's)

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
Revenue										
Revenue	0.0	0.0	50.0	0.0	0.0	0.0	0.0	20.0	55.0	0.0
Total Revenue	0.0	0.0	50.0	0.0	0.0	0.0	0.0	20.0	55.0	0.0

**CITY OF THUNDER BAY
CAPITAL FORECAST DIVISIONAL SUMMARY
Gross Expense (\$000's)**

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
Corporate Information Technology										
Corporate Information Technology										
Lifecycle Maintenance of City's Computer Network & Software Infrastructure	447.7	274.8	387.7	600.4	636.0	368.4	432.5	671.6	444.7	559.7
Lifecycle Maintenance of City's Personal Computers and Peripherals	0.0	1,883.0	0.0	0.0	0.0	0.0	1,883.0	0.0	0.0	0.0
Total Corporate Information Technology	447.7	2,157.8	387.7	600.4	636.0	368.4	2,315.5	671.6	444.7	559.7

**CITY OF THUNDER BAY
CAPITAL FORECAST DIVISIONAL SUMMARY
Gross Expense (\$000's)**

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
Superior North EMS										
Superior North EMS										
Computer Equipment	0.0	149.5	0.0	235.5	0.0	0.0	165.1	0.0	260.0	0.0
EMS Vehicle Replacement	1,082.5	1,214.5	1,238.8	1,148.7	1,288.9	1,195.1	1,584.7	1,243.4	1,268.3	1,423.0
Medical Equipment	0.0	0.0	1,573.4	0.0	0.0	0.0	0.0	0.0	0.0	1,807.3
Total Superior North EMS	1,082.5	1,364.0	2,812.2	1,384.2	1,288.9	1,195.1	1,749.8	1,243.4	1,528.3	3,230.3

**CITY OF THUNDER BAY
CAPITAL FORECAST DIVISIONAL SUMMARY
Gross Expense (\$000's)**

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
Licensing & Enforcement										
Licensing & Enforcement										
Enforcement Services Digitization Including Mobile Technology	55.0	0.0	32.0	0.0	0.0	60.0	0.0	0.0	0.0	100.0
Enforcement Vehicles	66.5	69.5	73.0	76.5	80.5	84.5	89.0	93.5	98.0	103.0
Total Licensing & Enforcement	121.5	69.5	105.0	76.5	80.5	144.5	89.0	93.5	98.0	203.0