

INDEX

OUTSIDE BOARDS

Page No.

Legislated Levies to Outside Boards

District of Thunder Bay Social Services Administration Board (TBDSSAB)	6-1
Lakehead Region Conservation Authority	6-2 to 6-5
Thunder Bay District Health Unit	6-6 to 6-7
Thunder Bay Police Service:	
Thunder Bay Police Service Board	6-8 to 6-9
Thunder Bay Police Operations	6-10 to 6-20

Other Boards

Community Economic Development Commission (CEDC)	6-21 to 6-27
Parking Authority	6-28 to 6-38
Thunder Bay Public Library	6-39 to 6-48
Victoriaville Centre	6-49 to 6-51
Victoria Avenue BIA	6-52 to 6-54
Waterfront District BIA	6-55 to 6-59

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

District Social Services Administration Board

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															
Outside Boards															
Materials					17,332.5	17,332.5	17,814.5	2.8%					17,814.5	482.0	2.8%
Gross Expenditures					17,332.5	17,332.5	17,814.5	2.8%					17,814.5	482.0	2.8%
User Fees & Service Charges															
Revenues															0.0%
Subtotal					17,332.5	17,332.5	17,814.5	2.8%					17,814.5	482.0	2.8%
Net Cost (Income)					17,332.5	17,332.5	17,814.5	2.8%					17,814.5	482.0	2.8%

The City of Thunder Bay 2024 Budget Overview

Outside Board: **Lakehead Region Conservation Authority**

Service Provided

The Lakehead Region Conservation Authority (LRCA) is one of Ontario's 36 Conservation Authorities, which are local watershed management agencies under the *Conservation Authorities Act*. Conservation Authorities provide for the organization and delivery of programs and services that further the conservation, restoration, development, and management of natural resources in watersheds in Ontario. Programs administered by the LRCA work towards achieving our vision and mission:

Vision: A healthy, safe and sustainable Lakehead Watershed for future generations.

Mission: To lead the conservation and protection of the Lakehead Watershed.

Opportunities, Issues and Strategic Initiatives

- Recent and proposed changes to the *Conservation Authorities Act*, including new regulations and future regulations, will impact future budgets and programming at the LRCA.
- Legislated requirements related to budgets and municipal levy apportionment will be applicable to the 2024 budget.
- In 2024, the LRCA will celebrate 70 years of conservation excellence (1954-2024).

Opportunities considered to raise and use self-generated revenue to fund the authority's operations:

- User fees (i.e., permit and plan review fees, education fees, inquiry fees).
- Explore Card/pay and display units/coin boxes – parking/day use fee at Conservation Areas.
- Interest earned in 2023 will be placed in Reserve to fund Board approved wage increases in 2024.

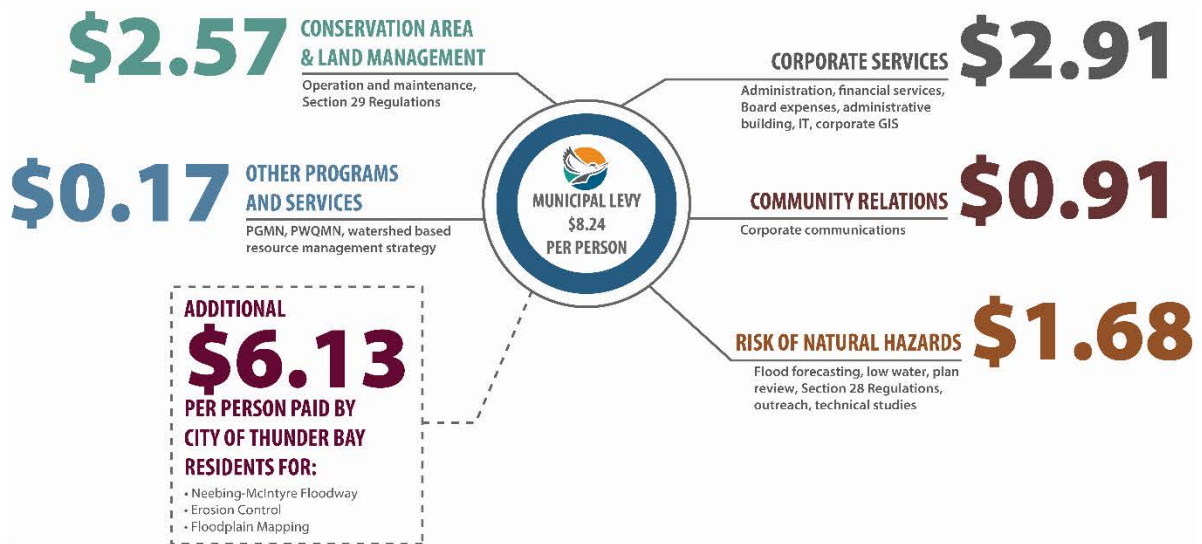
Budget Highlights

- The 2024 budget includes a 3.01% levy-all increase compared to 2023 however, due to changes in the Current Value Assessment, as provided by MNRF, results in a 2.91% increase in the City of Thunder Bay levy-all.
- City of Thunder Bay sole-benefitting levy has a 3.97% increase compared to 2023 which is related to costs for current operating and future capital maintenance on the Neebing-McIntyre Floodway; monitoring and future capital erosion control on Victor Street (City owned land); and maintaining floodplain/hazard mapping.
- Overall total City levy increase in 2024 compared to 2023 is 3.37% (\$55,389).

2024 Budget 3.01% Levy-All increase compared to 2023	
Total Levy	\$1,854,691
Levy-All	\$1,109,717 (38%)
City of Thunder Bay Sole-Benefitting	\$744,974 (25%)
Total Provincial Grant Revenue	\$348,732 (12%)
Total Federal Grant Revenue	\$142,748 (5%)
Total Donation Revenue	\$25,000 (1%)
Total Other Grants	\$75,200 (2.5%)
Self-Generated Revenue	\$341,214(11%)
Deferred/Surplus	\$163,735(5%)
Reserve Appropriations (net)	\$7,337 (0.5%)
Total Budget	\$2,958,656

2024 Total Levy-All Compared to 2023						
Municipality	2023 CVA %	2023 Levy \$	2024 CVA %	2024 Levy \$	\$ Change	% Change
Thunder Bay	85.8818	925,234	85.8012	952,147	26,913	2.91
Conmee	0.4387	4,726	0.4440	4,927	201	4.25
Dorion	0.2855	3,076	0.2879	3,195	119	3.87
Gillies	0.2497	2,690	0.2470	2,741	51	1.90
Neebing	2.2578	24,324	2.2565	25,042	718	2.96
O'Connor	0.4714	5,079	0.4770	5,294	215	4.25
Oliver Paipoonge	5.4962	59,213	5.5386	61,464	2,251	3.81
Shuniah	4.9159	52,961	4.9477	54,907	1,946	3.68
	100	1,077,303	100	1,109,717	32,414	3.01

City of Thunder Bay 2024 Budget 3.37% increase compared to 2023	
City of Thunder Bay Levy-All	\$952,147
City of Thunder Bay Sole-Benefitting	\$744,973
Total City of Thunder Bay Budget	\$1,697,120



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

Lakehead Region Conservation Authority

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	e
FINANCIAL RESOURCES															
Outside Boards															
Personnel Services															
Rents & Financial Expense															
Materials					1,641.7	1,641.7	1,697.1	3.4%					1,697.1	55.4	3.4%
Gross Expenditures					1,641.7	1,641.7	1,697.1	3.4%					1,697.1	55.4	
Other Revenues															
Revenues															
Subtotal					1,641.7	1,641.7	1,697.1	3.4%					1,697.1	55.4	%
Net Cost (Income)					1,641.7	1,641.7	1,697.1	3.4%					1,697.1	55.4	%

The City of Thunder Bay 2024 Budget Overview

Outside Board: **Thunder Bay District Health Unit**

Service Provided

Public Health services are delivered by 34 Boards of Health in Ontario as mandated by the Health Protection and Promotion Act (HPPA). Each Board of Health is responsible for programs and services in a defined geographic area. The Ontario Public Health Standards; Requirements for Programs, Services and Accountability set out the minimum requirements for fundamental public health programs and services (mandatory programs).

Opportunities, Issues and Strategic Initiatives

Under the HPPA, municipalities are responsible for expenses incurred on behalf of the Board of Health and/or the Medical Officer of Health. The Province is not legally obliged to provide funding but may make grants under section 76 of the HPPA. In 2019, the Province tabled its 2019 Budget which, under the banner of Modernizing Ontario's Public Health Units, proposed plans to significantly restructure Ontario's public health system and adjustments to the provincial-municipal cost sharing. These changes were offset with transitional funding provided by the Province in 2020-2023 to minimize the impact of this change on Municipal levies.

In 2023, the Province announced changes under the banner "Strengthening Public Health". Beginning January 1, 2024, the Province will restore \$47 million in provincial annual base funding for public health units and mitigation funding will now be included within Ministry base funding.

Other announcements related to Strengthening Public Health include:

- a commitment to annual one percent Provincial funding increases for 2024-2026;
- a plan to work with its partners to refine and clarify the roles of local public health units, to reduce overlap of services and focus resources on improving people's access to program and services close to home; and
- an offer of one-time funding, resources and supports to local public health agencies that voluntarily merge to streamline and reinvest back into expanding programs and services.

Budget Highlights

For the 2024 fiscal year, administration proposed a budget to the Board of Health for approval with a 3% increase to the total levy to provide public health services to the obligated municipalities in the District of Thunder Bay. The budget includes all mandated programs and there will be no reduction to current service levels. Therefore, the City of Thunder Bay's 2024 Public Health Levy increases to \$2,860,952.

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

Thunder Bay District Health Unit

2024 BUDGET

	2023	2023	2024	2024	2023	2023	2024	2024 Base					2024	2024 vs	2024 vs
	FT	PT	FT	PT	Approved	Estimated		vs 2023	One	User Fee	Reduction	Expansion	Requested	2023	2023
FINANCIAL RESOURCES	FTE	FTE	FTE	FTE	Budget	Actuals	Base	% Increase	Time	Increase			Budget	\$ Change	% Change
Outside Boards															
Personnel Services															0.0%
Purchased Services															0.0%
Materials					2,777.6	2,777.6	2,860.9	3.0%					2,860.9	83.3	3.0%
Gross Expenditures					2,777.6	2,777.6	2,860.9	3.0%					2,860.9	83.3	3.0%
Other Revenues															
Revenues															0.0%
Subtotal					2,777.6	2,777.6	2,860.9	3.0%					2,860.9	83.3	3.0%
Net Cost (Income)					2,777.6	2,777.6	2,860.9	3.0%					2,860.9	83.3	3.0%

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

Police Services Board

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															
Outside Boards															
Personnel Services					31.0	22.5	31.0						31.0		0.0%
Purchased Services					592.5	714.5	750.0	26.6%	75.0				825.0	232.5	39.2%
Rents & Financial Expense					25.5	38.7	38.7	51.8%					38.7	13.2	51.8%
Materials					85.2	119.7	85.2						85.2		0.0%
Gross Expenditures					734.2	895.4	904.9	23.2%	75.0				979.9	245.7	33.5%
Rents and Concessions					(15.0)	(15.0)	(15.0)						(15.0)		
Revenues					(15.0)	(15.0)	(15.0)						(15.0)		0.0%
Subtotal					719.2	880.4	889.9	23.7%	75.0				964.9	245.7	34.2%
Net Cost (Income)					719.2	880.4	889.9	23.7%	75.0				964.9	245.7	34.2%

Police Services Board

One Time

Purchased Services

One time consulting fees will be required to support the recruitment of a second Deputy Chief of Police. Gross and net budget impact of \$75,000.

	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 Police Services Board			75.0	75.0						

The City of Thunder Bay 2024 Budget Overview

Outside Board: **Thunder Bay Police Service**

Service Provided

The activities of the Thunder Bay Police Service (TBPS) are governed by the *Police Services Act*. Policing continues to be one of the most heavily regulated professions. The *Adequacy and Effectiveness of Police Services* regulation that was introduced in 1999 addresses six core functions of every police service in the province: crime prevention, law enforcement, victim's assistance, public order maintenance, emergency response services and administration and infrastructure.

The Thunder Bay Police Service is committed to working in partnership with the public to serve and protect our communities in a sensitive, efficient and effective manner.

The tables below summarize the Proposed 2024 Operating and Capital gross and net budgets, as well as the number of FTE, compared to the prior year.

	Proposed 2024 (in \$000s)	2023 (in \$000s)	\$ Change (in \$000s)	% Change
Operating				
Gross	\$62,745.2	\$59,030.0	\$3,715.2	6.3%
Net	\$54,723.6	\$52,210.2	\$2,513.4	4.8%
Capital				
Gross	\$2,888.8	\$2,188.7	\$700.1	31.9%
Net	\$2,825.2	\$2,188.7	\$636.5	29.1%

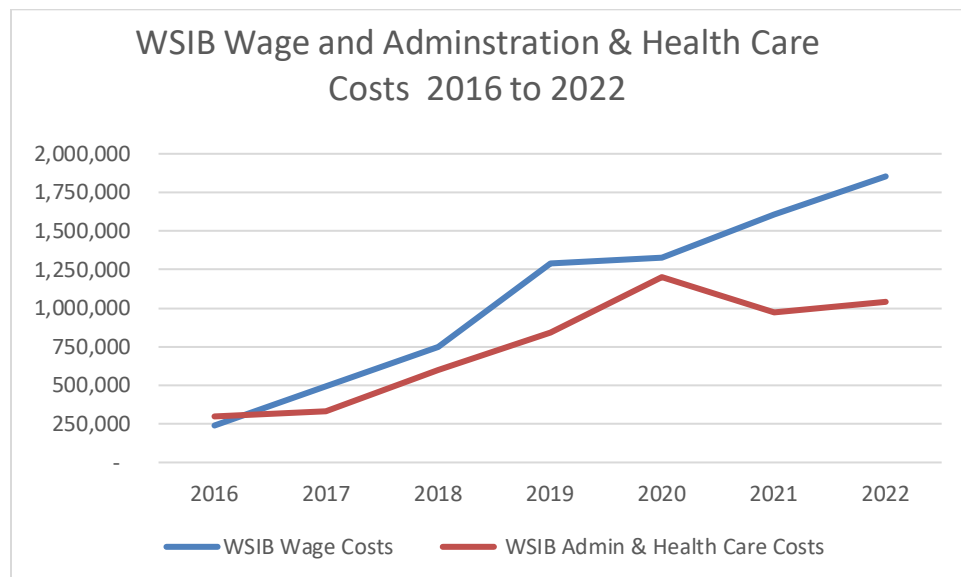
Staffing Complement	Proposed 2024 FTE	2023 FTE	Change	% Change
Full Time Equivalents	382.3	380.3	2.0	0.5%
Part Time Equivalents	2.0	0.2	1.8	900.0%

Operating Budget Highlights

Overall, the 2024 Proposed Operating Budget represents a net increase of \$2.5 million (4.8%) over 2023. The major drivers of this increase are as follows:

- A total Personnel Services increase of \$2.9 million (5.4 %) which is comprised of wages and benefits relating to the 2023 FTE expansions with a recruitment start date in 2024 (\$1.1 million), and an increase in WSIB salary advances for members on long term absences that have been replaced and costs associated with WSIB health care, physician and administration costs (\$0.9 million). The budget for these costs has not been sufficiently adjusted in the past to address the rising trend. In order to phase in the impact of the WSIB increase, City Administration has recommended this be phased in over a two year period and accordingly we have budgeted for a transfer from the WSIB Reserve Fund as a one-time transfer of \$420,000.

The chart below shows that wage advances for members on WSIB have increased from \$239,000 in 2016 to \$1.9 million in 2022, and costs associated with health care, physician and administration fees have risen from \$298,000 in 2016 to \$1.0 million in 2022.



Also included in the increase to personnel services is a net increase of 3.8 FTE's (\$0.1 million); movement through salary grids, leave entitlement payouts, and increases to fringe benefits (\$0.4 million); as well as increases in travel and training, uniform and personal protective equipment and paid duty wages (\$0.4 million).

The FTE expansions included in the Operating Budget are projected to commence throughout Q1 to Q4 and include a second Deputy Chief, a Human Resources Director, one Financial Services civilian and one Freedom of Information Coordinator. There will be a gross and net increase of \$0.5 million in 2024 and an additional increase of \$0.2 million in 2025. The expansions are offset by the elimination of one Inspector and the Legal Counsel position resulting in a reduction of \$0.4 million. Also included as a one-time budget are 1.8 FTE's for an Information Technology and a Human Resource intern under one year contracts, partially funded through a grant with a net impact of \$44,600.

- A Purchased Services increase of \$390,000 mainly relating to two factors. The first is funding for a staffing needs and service delivery assessment. The purpose of the assessment is to determine the most efficient uniform and civilian staffing levels for the Service to promote alignment of current and future resource needs, and to examine, assess, critique and make specific recommendations on strengths and opportunities for current and future service delivery requirements. As recommended by City Administration this is budgeted to be funded from the City's Stabilization Reserve Fund.

The second factor relates to a significant increase in the cost of Cobourg Police Services providing the service of criminal records checks for our community (\$250,000). The notice of this increase was received via email on November 8, 2023. Administration will do its due diligence and review the cost benefit of potentially bringing this service back in house.

- A Materials increase of \$369,000 mainly relating to computer license agreements, telecommunication expenses, peer support events, armourer supplies relating to the maintenance of firearms, and an increase in vehicle maintenance based on a five-year average of spend.
- A net increase in Revenues of \$550,000 primarily relating to estimated increases in the Prisoner Transportation and Court Security grant, recovery from Oliver Paipoonge for policing services, additional paid duty revenue, and secondment revenue relating to the Provincial Guns and Gangs Joint Forces Team.
- An increase in inter-functional transfer recovery of \$232,000 primarily relating to an increase in the cost sharing of providing 911 services with the City and Fire department as well as lower insurance costs than the prior year.

2024 Net Budget Compared to 2023

Overall, the TBPS proposes a Net Budget increase of **\$2.5 million**, or **4.8%**, broken down as follows:

Category	Proposed 2024 Budget	2023 Budget	\$ Change (in \$000s)	% Increase (Decrease)
Gross Expenses	\$62,745.2	\$59,030.0	\$3,715.2	6.3%
Revenues	(\$6,466.3)	(\$5,916.8)	(\$549.5)	9.3%
Inter-functional Transfers and Transfers to Own	(\$1,135.3)	(\$903.0)	(\$232.3)	25.7%
Transfers to Own Funds (Reserve Funds)	(\$420.0)	0.0	(\$420.0)	100.0%
Total Net Budget	\$54,723.6	\$52,210.2	\$2,513.4	4.8%

Proposed 2024 Capital Budget Highlights

The Thunder Bay Police Service proposes a **\$2.9 million gross** (2023 - \$2.2 million) capital budget. The increase in the Proposed Capital Budget is primarily relating to an increase in Information Technology needs (\$0.4 million) and Facility Space Needs (\$0.3 million).

The 2024 proposed capital budget includes the following key projects:

- Cyclical Fleet replacement. Acquisition schedules are based on a long-term vehicle replacement program which makes the presumption that after 180,000 kilometers, the reliability of the vehicle is diminished. Older vehicles tend to be unreliable, prone to spontaneous failure and require additional repairs and maintenance given that they are driven 24/7, 365 days a year. The 2024 proposed fleet budget includes four marked/unmarked patrol vehicles, three 4x4 crew cabs for use in K9, Oliver Paipoonge and a Patrol Sergeant, one Suburban for Emergency Task Unit (ETU), and one transit van for use in traffic enforcement;
- ETU weaponry, tools and personal protective equipment. The ETU provides a provincially mandated service that requires specialized equipment to deal with life threatening situations. Much of the protective equipment is subject to cyclical replacement;
- Ongoing lifecycle maintenance of computer network and software infrastructure and technology, replacement of the end of life camera systems and transcription software, new technology to

digitize officer notebooks, and the implementation of the City's new scheduling software to improve efficiencies and eliminate manual processes for payroll;

- Training equipment/ammunition that is needed to conduct mandatory yearly handgun qualification training and skill development as it relates to use of force and to maintain an adequate supply of ammunition;
- Cyclical replacement of handguns, rifles, shotguns and weapon system parts and accessories; and
- In car and body worn cameras. This project was implemented in 2021 based on five annual payments and includes 59 taser units, 30 in car and 140 body worn cameras, warranties, charging docks and encrypted cloud-based storage.
- Funding to address facility space needs. At the June 20, 2023 Police Services Board meeting, the Board reaffirmed the prior decision of April 2021, that a new centralized police headquarters be constructed. The construction of a new headquarters is a multi-year initiative and the purpose of this project is to have funds available to meet the current need for additional space to accommodate the day to day operational needs of the Service.

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

Police Operations

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
Outside Boards															
Personnel Services	380.3	0.2	382.3	2.0	54,582.5	57,159.9	57,378.1	5.1%	105.9		(441.6)	462.1	57,504.5	2,922.0	5.4%
Purchased Services					803.7	800.7	794.3	(1.2%)	150.0				944.3	140.6	17.5%
Rents & Financial Expense					353.3	353.3	386.5	9.4%					386.5	33.2	9.4%
Materials					3,290.5	3,486.8	3,659.9	11.2%					3,659.9	369.4	11.2%
Gross Expenditures	380.3	0.2	382.3	2.0	59,030.0	61,800.7	62,218.8	5.4%	255.9		(441.6)	462.1	62,495.2	3,465.2	5.9%
Provincial Grants					(3,624.9)	(3,989.6)	(3,671.0)	1.3%	(61.3)				(3,732.3)	(107.4)	3.0%
Federal Grants					(117.3)	(117.5)	(121.0)	3.2%					(121.0)	(3.7)	3.2%
Other Municipalities					(1,251.5)	(1,260.5)	(1,304.5)	4.2%					(1,304.5)	(53.0)	4.2%
User Fees & Service Charges					(915.7)	(1,656.8)	(1,308.5)	42.9%					(1,308.5)	(392.8)	42.9%
Fines															
Donations					(7.4)	(7.4)		(100.0%)						7.4	(100.0%)
Other Revenues															
Revenues					(5,916.8)	(7,031.8)	(6,405.0)	8.3%	(61.3)				(6,466.3)	(549.5)	9.3%
Subtotal	380.3	0.2	382.3	2.0	53,113.2	54,768.9	55,813.8	5.1%	194.6		(441.6)	462.1	56,028.9	2,915.7	5.5%
Interfunctional Transfers					(903.0)	180.0	(1,135.3)	25.7%					(1,135.3)	(232.3)	25.7%
Transfers to Own Funds									(420.0)				(420.0)	(420.0)	
Net Cost (Income)	380.3	0.2	382.3	2.0	52,210.2	54,948.9	54,678.5	4.7%	(225.4)		(441.6)	462.1	54,473.6	2,263.4	4.3%

Police Operations

ONE TIME

STAFFING NEEDS AND SERVICE DELIVERY ASSESSMENT

The purpose of a staffing needs and service delivery assessment is to provide recommendations to improve the overall effectiveness of policing in Thunder Bay to position the Service as a modern police service that will meet the needs of the community both today and over the next five to ten years. The objectives of the review are to determine the efficient uniform and civilian staffing levels for the Service to promote alignment of current and future resource needs and to examine, assess, critique, and make specific recommendations on strengths and opportunities for current and future service delivery requirements. In consultation with the City's Administration, funding for this one time project is the Stabilization Reserve fund. Gross and net budget impact of \$150,000.

SALARY/FRINGE BENEFITS

Funding for a Human Resources and Information Technology Intern that are partially funded through a provincial grant (1.8 FTE) are included. These positions will have a gross increase of \$105,900 and net increase of \$44,600.

~~TRANSFER FROM WORKER'S SAFETY INSURANCE BOARD (WSIB) BENEFITS RESERVE FUND~~

Included in the 2024 proposed operating budget is an increase in WSIB salary advances for members on long term absences that have been replaced and costs associated with WSIB health care, physician and administration costs (\$0.9 million). The budget for these costs have not been sufficiently adjusted in the past to address the rising trend. In order to phase in the impact of the WSIB increase, City Administration has recommended this be phased in over a two year period and accordingly we have budgeted for a transfer from the WSIB Reserve Fund as a one-time transfer of \$420,000 in 2024.

EXPANSIONS

SALARY/FRINGE BENEFITS

Funding for additional Deputy Chief (1 FTE) is included. This position will commence in Q1 of 2024 with a gross and net increase of \$249,200 in 2024 and an additional increase of \$47,900 in 2025.

Funding for a Human Resource Director (1 FTE) and a Freedom of Information Coordinator (1 FTE) is included. These positions will commence in Q1 of 2024 with a gross and net increase of \$212,900 in 2024 and an additional increase of \$59,100 in 2025..

Funding for a Financial Analyst (1 FTE) is included. This position will be recruited in Q4 of 2024 with a 2025 start date and will result in a gross and net increase of \$118,400 in 2025.

Police Operations

REDUCTIONS

SALARY/FRINGE BENEFITS

Funding for the above positions is partially offset by the elimination of an Inspector (1 FTE) and the Legal Counsel position (1 FTE). This reduction will have gross and net savings of \$441,600 plus additional benefit savings of \$46,900 for a total net savings of \$488,500. The benefit reduction is included in base personnel services rather than the reduction column due to limitations of the budget software.

Police Operations

	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 Police Operations	2.0	1.8	255.9	(225.4)	(441.6)	(441.6)			462.1	462.1

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

	2024	2024	2025	2025	2026	2026
	Gross	Net	Gross	Net	Gross	Net
	Expense	From Tax	Expense	From Tax	Expense	From Tax
Thunder Bay Police Services						
Thunder Bay Police Services						
Emergency Task Unit Equipment	159.0	159.0	64.5	64.5	104.0	104.0
Armoury	159.5	159.5	177.8	177.8	149.5	149.5
Soft Body Armour	63.0	63.0	63.0	63.0	77.0	77.0
Furniture Replacement	67.3	67.3	47.3	47.3	62.6	62.6
Investigative Equipment	13.7	13.7	5.7	5.7	15.7	15.7
Computer System Maintenance and Procurement	746.7	746.7	720.3	720.3	565.6	565.6
Police Vehicle Replacement	620.6	557.0	620.0	620.0	745.8	682.2
Cameras - In Car & Body Worn	451.5	451.5	451.5	451.5	500.0	500.0
Training Equipment/Ammunition	243.7	243.7	206.8	206.8	211.5	211.5
Forensics Equipment	9.8	9.8	91.4	91.4	78.8	78.8
Cyber Crime Equipment	42.0	42.0	6.0	6.0	47.0	47.0
Traffic Management Equipment	39.9	39.9	21.7	21.7	39.7	39.7
Other Police Equipment	22.1	22.1	10.7	10.7	3.0	3.0
Facility Space Needs	250.0	250.0	0.0	0.0	0.0	0.0
Total Thunder Bay Police Services	2,888.8	2,825.2	2,486.7	2,486.7	2,600.2	2,536.6

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
Thunder Bay Police Services										
Thunder Bay Police Services										
Armoury	160.0	165.0	170.0	180.0	190.0	200.0	200.0	200.0	200.0	200.0
Cameras - In Car & Body Worn	500.0	500.0	500.0	500.0	525.0	525.0	525.0	525.0	525.0	550.0
Compartmental Prisoner Transportational Module	0.0	0.0	165.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Computer System Maintenance and Procurement	550.0	550.0	550.0	550.0	550.0	575.0	575.0	575.0	575.0	575.0
Cyber Crime Equipment	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	0.0
Emergency Task Unit Equipment	100.0	100.0	103.0	106.1	109.3	112.6	116.0	60.0	60.0	60.0
Forensics Equipment	16.6	16.6	17.1	17.6	18.1	18.7	19.0	20.0	0.0	0.0
Furniture Replacement	15.5	15.9	16.4	16.9	25.0	23.0	25.0	25.0	26.0	26.0
Investigative Equipment	9.5	10.0	10.0	10.0	12.0	12.0	18.0	18.0	15.0	15.0
Other Police Equipment	15.0	15.0	15.0	20.0	20.0	20.0	20.0	20.0	20.0	25.0
Police Vehicle Replacement	703.1	724.2	745.9	768.3	791.3	815.0	800.0	800.0	800.0	800.0
Soft Body Armour	75.0	75.0	75.0	75.0	75.0	75.0	75.0	75.0	75.0	80.0
Traffic Management Equipment	30.0	30.0	30.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0
Training Equipment/Ammunition	241.9	249.1	256.6	264.3	272.2	280.4	285.0	290.0	290.0	0.0
Total Thunder Bay Police Services	2,421.6	2,455.8	2,659.0	2,548.2	2,627.9	2,696.7	2,698.0	2,648.0	2,626.0	2,366.0

The City of Thunder Bay 2024 Budget Overview

Outside Board: Community Economic Development Commission Inc.

Service Provided:

The Mission, Vision, and Values of the Thunder Bay Community Economic Development Commission (CEDC) are as follows:

Mission: To grow prosperity, population and profile through partnership, knowledge and resources in support of our community and development ecosystem.

Vision: The CEDC's vision is to nurture small city character, welcoming community and love of locale with big city opportunities to grow, thrive and bring aspirations to life for all.

Values: Partnership-based, inclusive, innovative, professional, integrity

Opportunities, Issues and Strategic Initiatives

- The pillars within the CEDC's Strategic Plan that the CEDC will focus on from 2023-2025 are the following:
 1. Natural Resources
 2. Workforce and Immigration Development
 3. Tourism Development
 4. Strength Community
 5. Business Support

Key Performance Indicators



**Supporting a sustainable future for Thunder Bay through
Natural Resources development.**

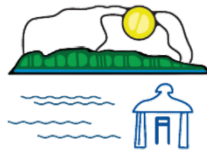
- Promoting and marketing of the Mining industry through digital channels and website - <https://gotothunderbay.ca/key-sectors/mining/> that highlight mining projects, jobs and resources.
- Hosted a Familiarization tour with Invest Ontario and Canada on the industrial lands available in Thunder Bay

- Completed a study exploring advantages of integrating mass timber, with a focus on Cross-Laminated Timber (CLT), in mining infrastructure. The consultant presented at Cen Can 2023. The study links forestry and mining industries through sustainable builds. The study can be found [Bioeconomy - CEDC \(gotothunderbay.ca\)](https://www.gotothunderbay.ca/bioeconomy)
- The development of an Innovation Services Asset Inventory that will highlight existing research capacity in Thunder Bay to further position the City as a hub for export of innovative and knowledge-based products and services.
- With the recent boom within the mining industry, the CEDC is undertaking an up-date to the Mining Readiness Strategy related to the Mining Supply and Service Gap Analysis.
- The CEDC participated and provided funding to the Central Canada Resource Expo (CEN CAN Expo 2023) in September that had 3,000 out of town guests participate at the second annual event that focusses on mining, energy, and forestry. The economic impact for the host city was well over 1 million dollars.
- In 2024, the CEDC will be hosting a Thunder Bay event at the Prospectors & Developers Association of Canada (PDAC) to further expand the network within the mining industry.



Supporting a sustainable future for Thunder Bay through Workforce and Immigration development.

- Thunder Bay CEDC continues to be the leading community in the administration of the Rural and Northern Immigration Pilot (RNIP), an immigration program designed to spread the benefits of economic immigration to smaller communities.
- As of November 2023, since the program started in 2020, a total of 987 recommendations have been made.
- Over 600 employers have registered with RNIP.
- CEDC has participated in job fairs and reached over 300 international students at the LU International Orientation Day.
- A focus on retention within workforce development will be a focus in 2024.
- The Rural & Northern Immigration Program Pilot will be ending in 2024, with final intake in January of 2024. We are awaiting a decision from the Federal government on the permanency of the program.



Supporting a sustainable future for Thunder Bay through Tourism

- The CEDC approved 29 projects in 2023 (January – October) through the Tourism Development Fund (TDF). A total commitment of \$645 thousand in funding the Municipal Accommodation Tax (MAT) and leverage \$1.9 million in the community.
- 2023 was a successful year for cruise ships with 14 port calls, 3 of which were vessels turning around.
- Viking, Hapag Lloyd, and American Queen brought approximately 5,300 cruise vessel passengers to the City in 2023 with an approximate \$3.97 million economic impact.
- Tourism Thunder Bay supported Viking Cruises media relations efforts, hosting 6 onboard media locally and providing logistical support to filming new Viking commercials and content.
- Thunder Bay was featured internationally in Cruise and Ferry Magazine (Five Ports on the Rise), Seaway Review and Cruise Industry News.
- Tourism Thunder Bay hosted 19 media, one travel trade and one Meeting and Convention planner familiarization tours. Total earned media value for Tourism Thunder Bay to date is \$1.4 million.
- Terry Fox Visitor Centre averaged 803 daily visitors during the summer months with staff influencing approximately \$8,600 in visitor spend daily during peak summer months.
- Tourism Thunder Bay leveraged \$742,000 in marketing partnerships across 7 marketing projects.
- Accommodation performance saw 71% overall occupancy rate (Year to Date).



Supporting a sustainable future for Thunder Bay through strengthening our community.

- In 2023, CEDC continued to promote the Plug In Thunder Bay program, funded through Natural Resources Canada, to date 20 projects have been approved with 50 charging stations funded across Thunder Bay. The program has been extended until 2024.

- The CEDC hosted four (4) BIA/neighborhood tours in September 2023. BIA's and neighborhoods were invited to participate in walking tours of each area.
- Phase 2 of the ESA project at Pool 6 has been completed and recommendations will be reviewed for 2024.
- Marketing of the Thunder Bay Lifestyle page continues to be successful, with over 1,500 followers through organic growth.
- Hosted two focus groups with 30 major employers in Thunder Bay to discuss trends, needs and opportunities for promoting Thunder Bay & attracting workforce.
- In 2024, CEDC will be working with Anishnawbe Business Professional Association and Nishnawbe Aski Development Fund on an Indigenous Economic Impact Study.



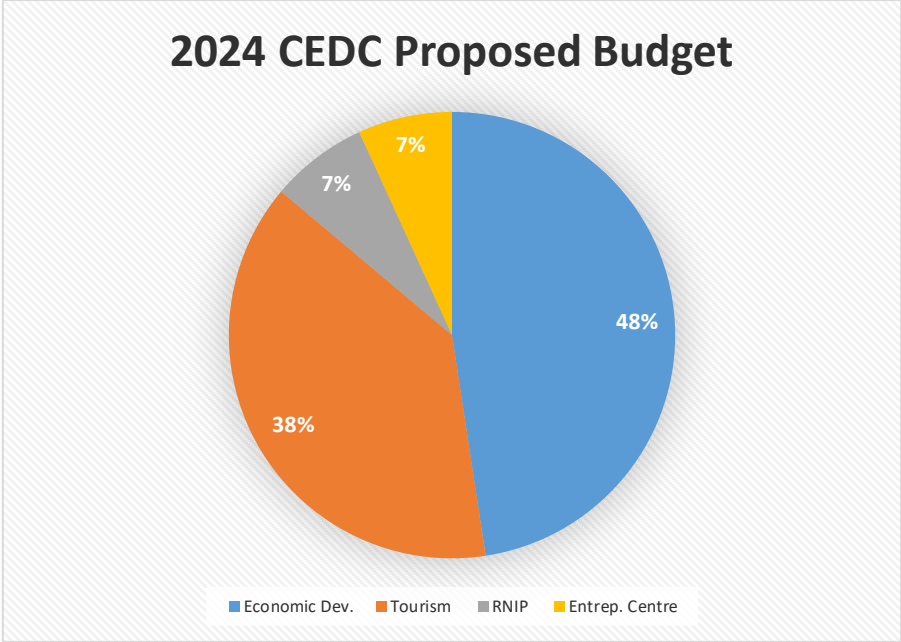
Supporting a sustainable future for Thunder Bay through business support.

- The success of the Entrepreneur Centre and providing grants to starting and expanding businesses remains sustainable and a positive attribute to the community.
- The CEDC Board of Directors approved up to \$75,000 in grants for the continuing of the Miinikaanan Badakidoon program.
- The Summer Company provided nine (9) grants to summer students and funding.
- The Starter Company Plus provided eleven (11) grants to local entrepreneurs.
- Digital Main Street (DMS) has supported over 2,000 businesses, the program provides a \$5,000 grant to provide assistance on increasing their digital presence. The program will be ending February 2024.
- In 2024, the Entrepreneur Centre will explore new tools for entrepreneurs.

Budget Highlights

Proposed 2024 Gross Operating Budget

The Community Economic Development Commission Inc. proposes a 2024 Gross Operating Budget of **\$3.07 million** (2023 - \$3.02 million), broken down by sections as follows:



2024 Net Budget Compared to 2023

Overall, the CEDC proposes a Net Budget decrease of **\$7,700 thousand**, or 0.3%, primarily due to:

Category	Proposed 2024 Budget	2023 Budget	\$ Net Budget Impact (in \$000s)	% Increase (Decrease)	Explanation
Gross Expenditures	\$3,069.8	\$3,015.0	\$54.8	1.8%	Removal of the PT Marketing Summer Position and slight increase in materials due to inflation costs.
Revenues	(\$466.4)	(\$423.0)	(\$43.4)	10.3%	Continued funding support from FedNor, MEDJCT, and MND for program delivery and CEDC will

					apply for funding opportunities to continue to offset gross expenditures.
Interfunctional Transfers and Transfers to Own	\$233.2	\$252.3	(\$19.1)	(7.6%)	Decrease in Facilities charges related to Terry Fox Information Centre & Pagoda
Total Net Budget	\$2,836.6	\$2,844.3	(\$7.7)	(0.3%)	

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

Community Economic Development Commission

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					Budget	\$ Change	% Change
Outside Boards															
Personnel Services	19.0	2.7	19.0	2.3	2,100.5	1,809.4	2,138.7	1.8%					2,138.7	38.2	1.8%
Purchased Services					163.4	580.0	110.2	(32.6%)					110.2	(53.2)	(32.6%)
Rents & Financial Expense					106.6	106.7	109.8	3.0%					109.8	3.2	3.0%
Materials					644.5	748.0	711.1	10.3%					711.1	66.6	10.3%
Gross Expenditures	19.0	2.7	19.0	2.3	3,015.0	3,244.1	3,069.8	1.8%					3,069.8	54.8	1.8%
Provincial Grants					(174.5)	(179.2)	(152.0)	(12.9%)					(152.0)	22.5	(12.9%)
Federal Grants					(200.0)	(473.6)	(190.0)	(5.0%)					(190.0)	10.0	(5.0%)
User Fees & Service Charges					(48.5)	(48.5)	(124.4)	156.5%					(124.4)	(75.9)	156.5%
Donations															
Other Revenues						(5.2)									
Revenues					(423.0)	(706.5)	(466.4)	10.3%					(466.4)	(43.4)	10.3%
Subtotal	19.0	2.7	19.0	2.3	2,592.0	2,537.6	2,603.4	0.4%					2,603.4	11.4	0.4%
Interfunctional Transfers					252.3	187.6	233.2	(7.6%)					233.2	(19.1)	(7.6%)
Transfers to Own Funds															
Net Cost (Income)	19.0	2.7	19.0	2.3	2,844.3	2,725.2	2,836.6	(0.3%)					2,836.6	(7.7)	(0.3%)

The City of Thunder Bay 2024 Budget Overview

Outside Board: Parking Authority

Service Provided

Parking Authority is responsible for the operation and maintenance of the on-street parking meter system, 16 surface parking lots, and two parking garages; managing a total of approximately 3,400 parking spaces. Parking Authority is also responsible for parking enforcement City-wide in order to maintain driver and pedestrian safety, parking turnover, traffic flow, resident convenience, and allow for efficient road maintenance.

It is Parking Authority's statement of principle to operate as a user-supported system intended not to rely on general tax revenues of the Corporation. It is Parking Authority's goal to maintain an annual net-zero budget and to add/remove any surplus/deficit amount to/from its reserve fund.

The collection of parking fees throughout the City are used to support the Parking Authority's operations. The role of street meters is to provide short-term parking and turn-over to support commercial activities in the downtown cores. The role of parkades is to provide a reasonable rate for long-term parking and to free up spaces at meters. The parkades provide much needed, high-density parking in the downtown cores. Parking garages often operate at a loss due to high maintenance costs which are subsidized by the rest of the municipal parking system.

Parking Authority finances its capital expenditures internally by borrowing funds and paying the loans back, with interest, through its operations.

Parking Authority has partnered with Passport Parking Canada to provide a mobile parking payment app and online parking ticket payment service. Parking Authority has also introduced on-street multi-space parking pay machines replacing single-space meters in some areas. These technologies provide residents and visitors more convenience and alternate payment options.

Financial Plan

At the time of preparation of this overview a consultant led financial review and plan was nearing completion. The plan provides a 10-year outlook of Parking Authority revenues, expenses, and capital expenditures. It makes suggestions of rate increases as well as revenue generating and expense saving opportunities. This plan is designed to help Parking Authority achieve financial stability to cover its operational expenses, complete repairs and upkeep of parking infrastructure, decrease its reliance on internal loans, and build its reserve to fund expected future capital expenditures, thereby limiting contributions from other City revenues. The plan supports the City's Asset Management Policy and the information provided was used in the preparation of Parking Authority's 2024 operating budget.

Budget Highlights

2024 Net Budget Compared to 2023

Overall, the Board proposes a Net Budget decrease of **\$1,031.8 thousand**, due mainly to an increase of user fees including monthly rentals, on-street and surface lot meter rates, and fine amounts. Additionally, 2023 revenues were anticipated to be continually depressed following the pandemic.

Category	Proposed 2024 Budget	2023 Budget	\$ Net Budget Impact (in \$000s)	% Increase (Decrease)	Explanation
Gross Expenses	\$2,227.5	\$2,108.5	\$119.0	5.6%	Due to an increase in enforcement, security, and payment processing costs.
Revenues	(\$3,182.1)	(\$2,045.3)	(\$1,136.8)	55.6%	Due to increases in user fees and fines.
Interfunctional Transfers	\$458.5	\$472.4	(\$13.9)	(2.9%)	Due to decrease in insurance and facilities interfunctional costs.
Total Net Budget	(\$496.1)	\$535.6	(\$1,031.7)	(192.6%)	

Proposed 2024 Capital Budget Highlights

The proposed capital budget in 2024 is **\$1,425.3 thousand gross** (2023 - \$494.9 thousand) and **\$0.0 net** (2023 - \$0.0). The proposed capital budget includes the following projects:

- Parking meter replacement parts
- Waterfront parkade repairs and rehabilitation
- Victoriaville parkade repairs and rehabilitation

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

Parking Authority

2024 BUDGET

	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base 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															
Outside Boards															
Personnel Services	7.0	1.5	7.0	1.5	725.3	637.3	735.4	1.4%					735.4	10.1	1.4%
Purchased Services					212.9	188.9	412.8	93.9%					412.8	199.9	93.9%
Rents & Financial Expense					993.3	994.6	881.5	(11.3%)					881.5	(111.8)	(11.3%)
Materials					177.0	164.9	197.8	11.8%					197.8	20.8	11.8%
Gross Expenditures	7.0	1.5	7.0	1.5	2,108.5	1,985.7	2,227.5	5.6%					2,227.5	119.0	5.6%
User Fees & Service Charges					(1,500.0)	(1,704.8)	(2,083.8)	38.9%		(282.0)			(2,365.8)	(865.8)	57.7%
Rents and Concessions					(29.3)	(30.4)	(30.7)	4.8%					(30.7)	(1.4)	4.8%
Fines					(516.0)	(653.0)	(685.6)	32.9%		(100.0)			(785.6)	(269.6)	52.2%
Revenues					(2,045.3)	(2,388.2)	(2,800.1)	36.9%		(382.0)			(3,182.1)	(1,136.8)	55.6%
Subtotal	7.0	1.5	7.0	1.5	63.2	(402.5)	(572.6)	(1,006.0%)		(382.0)			(954.6)	(1,017.8)	(1,610.4%)
Interfunctional Transfers					472.4	443.3	458.5	(2.9%)					458.5	(13.9)	(2.9%)
Transfers to Own Funds					(525.6)		496.1	(194.4%)					496.1	1,021.7	(194.4%)
Net Cost (Income)	7.0	1.5	7.0	1.5	10.0	40.8	382.0	3,720.0%		(382.0)				(10.0)	(100.0%)

Parking Authority

USER FEES

Parking Authority is proposing the following fee increases, new fees, and time limit changes in 2024 pending Council approval, all rates include HST:

Parkades:

- 1) increase the monthly rental rate from \$67.50/month to \$90.00/month.
- 2) remove the minimum rate of \$2.50 for the first 2 hours, the hourly rate of \$1.25/hour, and the maximum daily rate of \$7.00/day and implement a \$5.00 flat rate exit fee (per 24 hrs).

Surface Lots:

- 1) increase the monthly rental rate from \$55.00/month to \$70.00/month.

On-Street Meters & Metered Lots:

- 1) increase the hourly rate from \$1.50/hour to \$2.00/hour.
- 2) implement a minimum 1 hour fee.
- 3) remove the time limit at street meters and metered lots.
- 4) implement new operating times in metered lots of 7am - 9pm 7 days a week.

Fines:

- 1) increase all parking fine amounts by 25%, rounded to the nearest \$5 increment.

Marina/Prince Arthur's Landing:

- 1) implement \$3.00/hour fee for all parking spaces and operating time of 7am - 9pm 7 days a week.
- 2) implement \$20.00 overnight fee in Market Square lot.

These new fees and increases are proposed to take effect June 2024.
The estimated revenue from these increases is \$382,000.

Parking Authority

	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 Parking Authority								(382.0)		

SCHEDULE D - PARKING AUTHORITY

Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
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 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
Parking Authority							
Parking Authority							
Parking Meters	6-34	20.0	0.0	20.0	0.0	20.0	0.0
Waterfront District Parkade	6-35	176.0	0.0	171.0	0.0	184.0	0.0
Victoria Parkade Repairs	6-36	1,229.3	0.0	1,266.2	0.0	1,351.7	0.0
Vehicle Replacement	*	0.0	0.0	45.0	0.0	10.0	0.0
Total Parking Authority		1,425.3	0.0	1,502.2	0.0	1,565.7	0.0

* No capital projects planned for 2024

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

Project Name :	Parking Meters	
Department :	OSB Outside Boards & Other Agencies	Project ID : OSB-PKG-0001-PK
Division :	Parking Authority	Parent ID : OSB-PKG-0001-PK
Divisional Category :	Parking Authority	Requested Year : 2024
Project Classification :	Asset Maintenance	Completion Year : On Going

PROJECT DETAILS

Project Description and Justification

Replacement of housings, locks, electronics , and other meter parts must occur to update aging meter equipment and ensure that the Parking Authority has an adequate supply of equipment on-hand to generate parking meter revenue. The meters help ensure a turnover of customer parking in the core business areas, and generate revenue to help offset the cost of Parking Authority operations, including the high cost of operating, maintaining and repairing parking structures.

Consequences of Not Funding

High incidence of inoperative meters may result in a reduction in parking meter revenues and problems related to parking space turnover.

PROJECT BUDGET

	2024	2025	2026	Total
Expenditures	20,000	20,000	20,000	60,000
Financing				
Other - Other Revenue	20,000	20,000	20,000	60,000
Financing Total	20,000	20,000	20,000	60,000

OPERATING EXPANSION

No Operating Impact

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

Project Name :	Waterfront District Parkade	
Department :	OSB Outside Boards & Other Agencies	Project ID : OSB-PKG-0002-PK
Division :	Parking Authority	Parent ID : OSB-PKG-0002-PK
Divisional Category :	Parking Authority	Requested Year : 2024
Project Classification :	Asset Maintenance	Completion Year : On Going

PROJECT DETAILS

Project Description and Justification

In 2018 a condition assessment survey was completed and a 10-year rehabilitation program was developed. The recommended work for this year includes repairing window frames, resetting the glazing, and replacing the exterior aluminum cladding on stairwells. This work is necessary to ensure customer safety and to ensure the longevity of the facility.

Consequences of Not Funding

Weather proofing must be reinstated as required or over time penetration of moisture into the stairwells will create a severe issue in terms of deterioration. This will lead to a shorter than anticipated life span, higher future repair costs, and safety concerns.

PROJECT BUDGET

	2024	2025	2026	Total
Expenditures	176,000	171,000	184,000	531,000
Financing				
Other - Other Revenue	176,000	171,000	184,000	531,000
Financing Total	176,000	171,000	184,000	531,000

OPERATING EXPANSION

No Operating Impact

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

Project Name :	Victoria Parkade Repairs	Project ID : OSB-PKG-0003-PK
Department :	OSB Outside Boards & Other Agencies	Parent ID : OSB-PKG-0003-PK
Division :	Parking Authority	Requested Year : 2024
Divisional Category :	Parking Authority	Completion Year : On Going
Project Classification :	Asset Maintenance	

PROJECT DETAILS

Project Description and Justification

In 2023 a condition assessment survey was completed and a 10 year rehabilitation program was developed. The report also presented several other operating options along with anticipated capital costs. The anticipated work for 2024 includes: localized concrete & waterproofing repairs & replacement; ramp repairs & drainage upgrades.

Consequences of Not Funding

This work is required to ensure that the structure remains safe for customers to use & to help prevent structural deterioration.

PROJECT BUDGET

	2024	2025	2026	Total
Expenditures	1,229,300	1,266,200	1,351,700	3,847,200
Financing				
Other - Other Revenue	1,064,600	1,139,600	337,900	2,542,100
Reserve & Reserve Funds	164,700	126,600	1,013,800	1,305,100
Financing Total	1,229,300	1,266,200	1,351,700	3,847,200

OPERATING EXPANSION

No Operating Impact

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
Parking Authority										
Parking Authority										
Parkade Operating Equipment Replacement	0.0	0.0	0.0	0.0	0.0	300.0	0.0	0.0	0.0	0.0
Parking Meters	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	0.0	0.0
Vehicle Replacement	0.0	48.0	42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Victoria Parkade Repairs	1,336.0	1,493.2	1,348.1	1,388.6	1,488.5	1,539.7	1,647.6	0.0	0.0	0.0
Victoriaville Parkade Condition Survey	0.0	0.0	40.0	0.0	0.0	0.0	0.0	40.0	0.0	0.0
Waterfront District Parkade	184.0	184.0	100.0	100.0	100.0	188.0	188.0	188.0	0.0	0.0
Waterfront Parkade Condition Survey	0.0	50.0	0.0	0.0	0.0	0.0	50.0	0.0	0.0	0.0
Total Parking Authority	1,540.0	1,795.2	1,550.1	1,508.6	1,608.5	2,047.7	1,905.6	248.0	0.0	0.0



Background

The Thunder Bay Public Library is one of the most foundational institutions in the fabric of local life. Municipal statistics show that residents of Thunder Bay choose the Library over all other sports, recreation and cultural activities.

The Library's basic mandate is to share knowledge, facilitate learning and build community. It is where many children get their first books and learn to read. It's where new parents come to learn from each other and build support systems for themselves. It's where children struggling at school get free reading support which can help boost their reading levels. It's where teens can safely hang out, off the streets and away from drugs and negative influences. It's where many bridge the digital divide and gain access to public resources that enable them to apply for jobs, search for housing and stay connected with loved ones. It's where citizens learn about their local democracy and where seniors stay active and engaged.

The Library saves citizens tens of millions of dollars per year by

- offering free, loanable collections
- providing free educational programs
- enabling access to services
- hosting publicly accessible space

In this Briefing Document:

- 1 Personnel Services
\$6,180,000
- 2 Rent and Financial Expenses
\$140,600
- 3 Operating Expenses
\$1,009,000
- 4 Other Revenues
(Used to Offset Budget Request)
\$400,500

Total 2024 Operating
Budget Request:
\$6,929,100



Without the Library, each person would otherwise have to pay for each and every item individually, putting it beyond the reach of the vast majority of our residents. The Library is one of the most powerful collective buying programs ever to exist and improves our quality of life in ways we simply could not afford individually.

In addition, the Library partners with over 50 local organizations and acts as a force multiplier for local non-profits and social service providers. We enable dozens of local organizations to reach clients they would not otherwise have access to. We provide stigma free space for citizens to gain access to the help they need. We facilitate connections and partnerships between resource poor agencies so they can do more together than they can individually. We are a critical glue holding the community together and the only free, publicly available space for every resident of our city.

Key Performance Indicators

The 2022 Citizen Satisfaction Survey conducted by Ipsos shows that the Library was tied for 1st place with the Fire Service with 94% of citizens expressing that they are very satisfied with Library services.

The Library is undergoing a period of profound transformation as we restructure our staff, innovate new programs, services and collections and rebuild our physical infrastructure. The massive efforts we have put into reconnecting with the community are paying off handsomely.

- We host more than 1.184 million visits per year
- Have loaned out over 509,339 books and educational materials
- Deliver more than 2,198 programs.

As a result of our efforts, we have seen an annual increase of:

- 70% increase in the number of visits to our branches
- 22% increase in the number of books and materials loaned out
- 44% increase in the number of people attending Library programs

Budget Highlights

This budget represents the increased strain that additional demand has placed on our services. It represents a 4.5% increase in operating expenditures to account for the far greater usage and corresponding rise in costs (elevated software and digital infrastructure payments, wear and tear, loss and theft, increasing utilities costs, rising wages and general inflation in expenses). Any reduction in this budget would represent a cut to Library services and standards.

Personnel Services – Budget Request of \$6,180,000

This represents the wages and benefits for our Library staff. There are 59 full time FTE (full time equivalent hours) and 13.5 part time FTE. Our staff do everything from delivering children's early literacy programs to helping those who struggle with technology apply for jobs and housing. Library staff make democracy accessible with our election events and support the business community by hosting the Craft Revival. They are research specialists, advisors to new parents, navigators for vulnerable residents and critical social connections for seniors.

The Library is where community happens and librarians are on the front line of our community building efforts.

After accounting for inflation,
the Library's operating budget
has increased by just

0.32%

over the last 15 years.

Rent and Financial Expenses - Budget Request of \$140,600

This represents the rent we pay for the County Park branch located inside County Fair Mall as well as some incidental expenses such as bank fees. Our County Park branch is very popular and well used by neighbourhood residents. County Park Library sees on average of 137 patrons use its space every day and is on track to exceed last year's usage rates by over 27% with over 33,000 visits in 2023.

Operating Expenses - Budget Request of \$1,009,000

This includes all of the operating items required to service the community. It accounts for heat, hydro and water, internet and phone service, legal fees and auditing charges. Items such as materials to run our programs, subscription-based software for our computer systems and maintenance costs for the elevators at Brodie and Waverley branches are also included here.

This budget line represents the majority of the operational, ongoing expenses incurred by the Library as it delivers its programming and services. Areas of significantly increasing costs are our Software as a Service "SaaS" costs including our Integrated Library System, Preventive Maintenance System and the data systems used to run the patron facing technology, online database subscriptions and e-resources. We have experienced a huge increase in demand for digital Library services and even higher fees being charged by library suppliers. Digital Library resources are significantly more expensive to offer to the public and so we have seen a notable increase in costs on this front.



Other Revenues - Budget Offset of \$400,500

We receive an annual lump sum grant from the Province to fund Library services in the amount of \$227,500. We expect to raise an additional \$173,000 over the course of 2024 through private donations, sponsorships, lease revenues and alternative sources of grant funding.

In 2023, your Library ...

was used more than

4,085 times per day



"Libraries are a vital part of a healthy community. They are one of the few free and safe public spaces that are welcome to all."

MISSION



The Thunder Bay Public Library facilitates knowledge sharing and helps build a connected and healthy community by providing the space, collections, services and programs that residents need to learn, grow, create, and be successful.



VISION



Thunder Bay Public Library provides the community with inspiring and vibrant gathering spaces where anyone can achieve a lifetime of learning, build community, grow as a person, and fulfill endless possibilities.



VALUES



We value:

- Access & Sharing
- Diversity & Inclusion
- Innovation & Opportunity
- High Quality Service
- Collaboration
- Intellectual Freedom



In 2023,
Library ...



WiFi was used

100,899
times

Your Library in 2023



hosted
more than
1.184 million
visits



put on over
2,198
programs
free to the public



loaned over
half a million
books & educational tools



staffed **4** branches
with **59** full-time FTE
and **13.5** part-time FTE

94%

of citizens are
“very satisfied”
with Library
services

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

Thunder Bay Public Library

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															
Outside Boards															
Personnel Services	59.0	13.5	59.0	13.5	5,929.0	5,896.0	6,180.0	4.2%					6,180.0	251.0	4.2%
Purchased Services					515.2	596.0	540.0	4.8%					540.0	24.8	4.8%
Rents & Financial Expense					136.1	146.0	140.6	3.3%					140.6	4.5	3.3%
Materials					454.0	485.0	469.0	3.3%					469.0	15.0	3.3%
Gross Expenditures	59.0	13.5	59.0	13.5	7,034.3	7,123.0	7,329.6	4.2%					7,329.6	295.3	4.2%
User Fees & Service Charges					(400.5)	(402.0)	(400.5)						(400.5)		
Other Revenues															
Revenues					(400.5)	(402.0)	(400.5)						(400.5)		0.0%
Subtotal	59.0	13.5	59.0	13.5	6,633.8	6,721.0	6,929.1	4.5%					6,929.1	295.3	4.5%
Transfers to Own Funds															
Net Cost (Income)	59.0	13.5	59.0	13.5	6,633.8	6,721.0	6,929.1	4.5%					6,929.1	295.3	4.5%

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
Thunder Bay Public Library							
Thunder Bay Public Library							
Building Maintenance & Repair	6-44	315.0	315.0	333.0	333.0	387.7	387.7
Core Public Service Infrastructure	6-45	404.3	404.3	385.0	385.0	385.0	385.0
Digital Infrastructure Maintenance	6-46	131.3	131.3	165.0	165.0	165.0	165.0
Total Thunder Bay Public Library		850.6	850.6	883.0	883.0	937.7	937.7

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

Project Name :	Building Maintenance & Repair	
Department :	OSB Outside Boards & Other Agencies	Project ID : OSB-LIB-0010-LB
Division :	Thunder Bay Public Library	Parent ID : OSB-LIB-0010-LB
Divisional Category :	Thunder Bay Public Library	Requested Year : 2024
Project Classification :	Asset Maintenance	Completion Year : 2024

PROJECT DETAILS

Project Description and Justification

With the endorsement by City Council of the MFP, major capital renewal will focus on Waverley and MJLB. However, basic maintenance standards will be followed for Brodie to ensure the safety and functionality of the infrastructure. High priority work identified from TBT Engineering condition assessments relate to the end of life replacements for Waverley including replacing the key electrical system and fire alarm and sprinkler system upgrades. MJLB work includes LED lighting upgrades to meet new energy standards and ceiling and beam repairs. This work ensures the safety of our staff and patrons and maintains structural integrity.

Consequences of Not Funding

Structural integrity would not be maintained.

PROJECT BUDGET

	2024	2025	2026	Total
Expenditures	315,000	333,000	387,700	1,035,700
Financing				
Tax - Capital Out of Revenue	315,000	333,000	387,700	1,035,700
Financing Total	315,000	333,000	387,700	1,035,700

OPERATING EXPANSION

No Operating Impact

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

Project Name :	Core Public Service Infrastructure	
Department :	OSB Outside Boards & Other Agencies	Project ID : OSB-LIB-0011-LB
Division :	Thunder Bay Public Library	Parent ID : OSB-LIB-0011-LB
Divisional Category :	Thunder Bay Public Library	Requested Year : 2024
Project Classification :	Asset Maintenance	Completion Year : 2024

PROJECT DETAILS

Project Description and Justification

This category includes all of the essential items that Library patrons and staff use on a regular basis and which suffer from a high degree of wear and tear. This includes all of our books and multimedia items. All of our public and staff furniture, maintenance equipment, signage, audio-visual equipment and microfilm readers for research needs are also funded. Fees for major consulting projects that have impacts over multiple years are also included. Lastly, this category includes Library vehicles which are used to transport equipment and supplies between branches. Reducing this budget will severely impact the service we provide.

Consequences of Not Funding

Service delivery would be negatively impacted.

PROJECT BUDGET

	2024	2025	2026	Total
Expenditures	404,300	385,000	385,000	1,174,300
Financing				
Tax - Capital Out of Revenue	404,300	385,000	385,000	1,174,300
Financing Total	404,300	385,000	385,000	1,174,300

OPERATING EXPANSION

No Operating Impact

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

Project Name :	Digital Infrastructure Maintenance	
Department :	OSB Outside Boards & Other Agencies	Project ID : OSB-LIB-0012-LB
Division :	Thunder Bay Public Library	Parent ID : OSB-LIB-0012-LB
Divisional Category :	Thunder Bay Public Library	Requested Year : 2024
Project Classification :	Asset Maintenance	Completion Year : 2024

PROJECT DETAILS

Project Description and Justification

Expenditures includes items such as staff computers, network infrastructure, cloud computing systems, security hardware and technology, as well as items such as public access computers and printers. The 2024 budget includes an overhaul and rebuild of the TBPL website and a substantial update to our digital infrastructure including our file storage system. The demand for public access computers is extremely high. Without a robust system the public are limited in participating in public life whether it be applying for jobs, connecting with social service and medical providers, pursuing educational opportunities or maintaining critical relationships with family and loved ones.

Consequences of Not Funding

Digital infrastructure would not meet demand.

PROJECT BUDGET

	2024	2025	2026	Total
Expenditures	131,300	165,000	165,000	461,300
Financing				
Tax - Capital Out of Revenue	131,300	165,000	165,000	461,300
Financing Total	131,300	165,000	165,000	461,300

OPERATING EXPANSION

No Operating Impact

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
Thunder Bay Public Library										
Thunder Bay Public Library										
Building Maintenance & Repair	390.0	390.0	390.0	390.0	390.0	390.0	390.0	390.0	390.0	390.0
Core Public Service Infrastructure	385.0	385.0	385.0	445.0	445.0	395.0	385.0	385.0	385.0	385.0
Digital Infrastructure Maintenance	165.0	165.0	165.0	160.0	160.0	160.0	200.0	200.0	200.0	200.0
Total Thunder Bay Public Library	940.0	940.0	940.0	995.0	995.0	945.0	975.0	975.0	975.0	975.0

The City of Thunder Bay 2024 Budget Overview

Department: Outside Boards
Division: Victoriaville Centre

Prepared By: Mirabelli Corporation
Date: November 14, 2023

Service Provided:

Victoriaville Centre is in the heart of the South Side of Thunder Bay and provides a connection for local retail, city administration and health care. The Chapples Building, St. Joseph's Care Group and the City's Civic Centre are some of the larger businesses abutting the Victoriaville Centre.

Opportunities, Issues and Strategic Initiatives

The Centre's 2024 goals include:

- Striving to keep operating expenses within budget.

- Ensure an attractive, pleasant, safe, clean, and accessible Centre for our community.

Budget Highlights

This years Budget represents only 6 months due to the deconstruction project.

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

Victoriaville Centre

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															
Outside Boards															
Purchased Services					263.6	244.0	263.6				(162.7)		100.9	(162.7)	(61.7%)
Rents & Financial Expense					140.0	90.0	100.0	(28.6%)			(50.0)		50.0	(90.0)	(64.3%)
Materials					26.9		51.6	91.8%			(23.5)		28.1	1.2	4.5%
Gross Expenditures					430.5	334.0	415.2	(3.6%)			(236.2)		179.0	(251.5)	(58.4%)
User Fees & Service Charges					(2.5)		(2.5)						(2.5)		
Rents and Concessions					(95.0)	(38.7)	(95.0)				59.6		(35.4)	59.6	(62.7%)
Revenues					(97.5)	(38.7)	(97.5)				59.6		(37.9)	59.6	(61.1%)
Subtotal					333.0	295.3	317.7	(4.6%)			(176.6)		141.1	(191.9)	(57.6%)
Interfunctional Transfers					265.4	235.2	252.7	(4.8%)			(93.2)		159.5	(105.9)	(39.9%)
Transfers to Own Funds					5.0		5.0				(5.0)			(5.0)	(100.0%)
Net Cost (Income)					603.4	530.5	575.4	(4.6%)			(274.8)		300.6	(302.8)	(50.2%)

Victoriaville Centre

REDUCTION

Reductions of \$236,200 gross and \$274,800 net represent 6 months of operations due to the expected demolition of Victoriaville Centre by July of 2024.

	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 Victoriaville Centre					(236.2)	(274.8)				

The City of Thunder Bay

2024 Budget Overview

Outside Board: **Victoria Ave BIA**

Service Provided

The Fort William Business District is the voice of the business community. It is committed to Improving and promoting the area through investment and advocacy to maintain its position as one of Thunder Bay's shopping, business, entertainment and historical downtown destinations.

- Enhance the beautification maintenance and improvements that the City of Thunder Bay provides
- Encourage property owners to maintain, beautify, and enhance their businesses
- Advocate on behalf of the business community
- Work with community and municipal partners to address safety and the perception of safety
- Promote the business district as a desirable place to eat shop work and play

Budget Highlights

We are submitting our operating budget for the Fort William Business Improvement Area for 2024. This budget reflects the direct needs of our membership and allows us to continue creating a safe, beautiful, and vibrant business district for our community.

City Contribution

Construction and Beautification	18 000
Media – Social, website, events, marketing	9 000
Administration	33 000
	<hr/>
	\$60 000

Tax Levy

Administration	40 000
Audit and outside contracts	2 000
Construction and Beautification	8 000
Safety, Security and Other Programs	10 000
	<hr/>
	\$60 000

Total Budget Request for 2024	\$120 000
--------------------------------------	------------------

2024 Budget Request Breakdown – City Contribution

Construction and Beautification

Maintenance Contract	\$ 11 500
Repair, Beautification and Maintenance	\$ 6 500
Total	<u>\$ 18,000</u>

Media

Social / Website / Radio / Print	\$ 7 000
Sponsorships/BIA Bucks	\$ 1 500
Networking and Promo Events	\$ 500
Total	<u>\$ 9 000</u>

Administration (fixed)

Rent / Storage	\$ 21 000
Insurance	\$ 1 000
Telephone / Internet	\$ 1 500
Total	<u>\$ 23,500</u>

Administration (other)

Bookkeeper	\$ 5 500
Bank Charges	\$ 1 200
Business Fees & Licenses	\$ 400
Office Supplies AGM board meetings	<u>\$ 2 400</u>
Total	<u>\$ 9 500</u>

CITY CONTRIBUTION TOTAL **\$ 60 000**

2024 Budget Breakdown – Tax Levy

Administration

Payroll	\$ 40 000
Audit	\$ 1 500
Outside Contracts	\$ 500
Total	<u>\$ 42 000</u>

Construction and Beautification

Christmas Lights	\$ 4 000
Façade Incentive Program	<u>\$ 4 000</u>
Total	<u>\$ 8 000</u>

Safety, Security and Other Programs **\$ 10 000**
Total

TAX LEVY CONTRIBUTION TOTAL **\$ 60 000**

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

Victoria Ave BIA

2024 BUDGET

FINANCIAL RESOURCES	2023	2023	2024	2024	2023	2023	2024	2024 Base	One	User Fee	Reduction	Expansion	2024	2024 vs	2024 vs
	FT	PT	FT	PT	Approved	Estimated	Base	vs 2023					Requested	2023	2023
	FTE	FTE	FTE	FTE	Budget	Actuals		% Increase	Time	Increase			Budget	\$ Change	% Change
Outside Boards															
Materials					57.5	57.5	60.0	4.3%					60.0	2.5	4.3%
Gross Expenditures					57.5	57.5	60.0	4.3%					60.0	2.5	4.3%
Revenues															0.0%
Subtotal					57.5	57.5	60.0	4.3%					60.0	2.5	4.3%
Net Cost (Income)					57.5	57.5	60.0	4.3%					60.0	2.5	4.3%

The City of Thunder Bay 2024 Budget Overview

Outside Board: The Waterfront District BIA

Services Provided

Waterfront District BIA is **a vibrant, diverse, mixed-use** downtown area where residents and visitors collectively gather to enjoy a variety of **business, shopping, entertainment and recreational activities** in a **safe and beautiful** environment.

Budget Highlights

The Waterfront District BIA Board and Members are aware the City of Thunder Bay is under considerable strain with the budget. However, the Waterfront District is requesting an increase of \$21,500 from the City of Thunder Bay portion of the BIA Budget. With the benefits and resources, the Waterfront District provides to the City in terms of support, marketing and management of the area this increase is believed to be reasonable.

In the past, the Waterfront District, due to its proximity to the Lake Superior waterfront had a significant Seagull divebombing problem. The Waterfront District BIA Board of Management implemented a Seagull management program that costs upwards of \$20,000 annually to keep patrons in the area safe from aggressive gulls. This cost is one the Waterfront District covers and manages – it is not something other BIAs do in similar waterfront municipalities. This cost likely should be under the city budget. We do propose that an alternative to the increase request of \$21,500, would be for the City of Thunder Bay to absorb the cost of Seagull Management with the BIA remaining as a partner and liaison between building owners and the appropriate city department for wildlife management.

The Waterfront District members have asked the BIA to provide safety and security support for the area. As security is not a solution or a cost-effective measure, the Waterfront District is looking to increase the budget in the area to provide information and education sessions to members to work together on initiatives and coordinate businesses with the various agencies for education and support.

With the addition of permanent planters on Court St S, the budget for planting and watering has been reduced by \$5,000 to assist with cutting costs. The Board has also agreed to work with the Westfort BA to relocate surplus planters and hanging baskets from this area.

Throughout the reconstruction of Court St S and Red River Road, the Waterfront District is assisting the Contractor and the City with communication to the business and the public regarding the construction. The support, while occasionally cumbersome, is an invaluable asset to the Contractor as well as the City and is most likely saving City Administration resources.

With the reconstruction of Red River Road, the Waterfront District BIA plans to increase the number of events hosted on the street and increase pedestrian traffic, sales as well and promotion of the area. This economic impact on the City will help support the Art Gallery, Science North (proposed location) and the Cruise Ships. These items are in turn strong supporters of the Waterfront District area - the tourists coming from these areas will support the local businesses and attend local events.

For the 2023 year, the Waterfront District was able to obtain assistance through Canada Summer Jobs. These funds assisted the BIA in employing 5 summer students – their positions: Intern, Social Media Content Creator, and three Ambassadors. These employees were pivotal throughout the summer as they hosted “Tonka Tuesdays” to get families into the area during construction. They also met tourists off of the Cruise Ships and helped them navigate the area. As a partner with many City initiatives, this summer staff was able to support events hosted at the festival grounds by providing support to Eco Superior for their water bar.

The BIA has been working hard to keep the Waterfront District as the destination to eat, shop and enjoy fun public outdoor spaces no matter the current state of the infrastructure and construction. The summer initiatives, fall and winter events are all significant economic drivers to the area. These attendees are consumers and potential consumers in the area – they support the businesses that support the community.

Many budgetary items remain the same as in previous years – adjustments are being made to prepare for future endeavours as well as to support and maintain staff.

For 2024 the Waterfront District BIA is asking for an increase of 6% through the Levy to building owners – by increasing the minimum amount taxed and slightly increasing the ceiling. In terms of the Building Tax Levy, the increase will be voted upon at the 2024 Annual General Meeting in November by the Waterfront District BIA members.

The Waterfront District BIA is also requesting the City of Thunder Bay match the building owner levy amount, by increasing their contribution to the BIA to \$21,500, as was done in years past. This increase will assist the BIA with managing the aggressive seagulls in the area and help market businesses through the construction of Court St. S and Red River Road. Current information dictates the Red River Road reconstruction will be more cumbersome than Court St. S due to bedrock, the age of the infrastructure and the multiple railway lines remaining in the street. It is also important to note that since the inception of the Seagull Management Program, the BIA has successfully reduced the number of aggressive episodes by Seagulls and made the area, as well as the patios, safer and more enjoyable.

To support the businesses in addition to the above, the Waterfront District BIA Board accepts sponsorship requests and administers a BIA Bucks program which acts as a sponsorship to events that support the Waterfront District Businesses. The recipients of the BIA Bucks may spend them in the Waterfront District businesses or give them away to be spent within the Waterfront District businesses – the Waterfront District BIA reimburses the membership 100% of the spend. This facilitation allows funds to be reinvested in the area through the Waterfront District businesses.

The \$21,500 increase will ensure we are able to meet the needs of our members leading up to and through construction as well as compensate staff. This 2024 budget takes into consideration fair wages, for full and part-time staff and the need to suitably support the Membership through marketing, events and promotion, as well as the various Board of Management-directed initiatives in the area (Marketing, Membership Services, Seagull Management, Beautification, Membership Support/Safety & Security, Sponsorships and Events) and to maintain a part-time Assistant position to assist with Social Media.

The Waterfront District BIA Budget Request for 2024		The Waterfront District BIA Budget Request for 2024	
Tax Levy		City Contributions	
Item	2024 Budget	Item	2024 Budget
Construction & Beautification		Construction & Beautification	
Seagull Management Program	5,000.00	Seagull Management Program	15,000.00
Planters & Flowers	10,000.00	Planters & Flowers	
Seasonal Beautification	2,500.00	Seasonal Beautification	2,500.00
Repair & Maintenance	2,500.00	Repair & Maintenance	2,500.00
	\$ 20,000.00		\$ 20,000.00
Media (social, website, radio & print)		Media (social, website, radio & print)	
News/Radio/Social	9,500.00	News/Radio/Social	3,000.00
Video Production	2,500.00	BIA Bucks	15,000.00
Events	2,000.00	Events	5,000.00
	\$ 14,000.00		\$ 23,000.00
Membership Support/Safety & Security		Membership Support/Safety & Security	
Reimagining the North Core Business Assistance	10,000.00	Weekend sidewalk litter cleanup	
	\$ 10,000.00		\$ -
Administration		Administration	
Salaries & Wages	55,000.00	Salaries & Wages	55,180.00
Telephone & Internet	2,500.00	Rent	7,200.00
	\$ 57,500.00	Insurance	2,500.00
			\$ 64,880.00
Other Administration Expenses		Other Administration Expenses	
Accounting & Legal	8,500.00		
Office (postage, supplies, bank)	250.00	Office (postage, supplies, bank)	850.00
Membership, Meetings, Conferences	2,750.00	Membership, Meetings, Conferences	4,270.00
	\$ 11,500.00		\$ 5,120.00
Total Tax Levy Budget Request for 2024	\$ 113,000.00	Total City Contributions Request for 2024	\$ 113,000.00

As the Waterfront District BIA, we provide:

- Beautification through flower planters, patios and potted trees;
- Marketing and Promotion of the area, including Festival Grounds, Prince Arthur's Landing and the city of Thunder Bay as a whole;
- Assistance with EcoSuperior water bar staffing at summer events;
- Communication to the businesses and building owners;
- Enhancement of tourism within the BIA through art, patios, events and activities;
- Information and updates to the businesses as well as stakeholders regarding rules, regulations, and revitalization initiatives;
- Liaise with external contractors;
- Act as a liaison to Municipal Government; and
- Offer staff to administer much of the above as well as reimbursement for BIA Bucks, sale and reimbursement Gift Certificates as well as planning and assistance with events.

Projects within the BIA – where the budget is spent:

- Planters and flowers

- Back lane maintenance, butt stop initiative and general groundskeeping
- Seagull Management Program
- Special events – facilitation, insurance, guidance, funding
- Marketing, advertising & promotion, events and activities
- Social Media Management for the area
- Public seating – Incidentals and planning
- BIA Bucks donations
- Sponsorship donations
- Bike racks – installation and minor maintenance
- Seasonal decorations – summer & winter
- Annual spring clean-up
- Garbage bin selection, design and basic maintenance
- BIA Gift Certificates for purchase to promote shop, eat, play, stay...work and do business downtown
- Wages – 1 FTE, Summer Students, Groundskeeper (weeding, garbage, cigarette butt clean up)

Opportunities, Issues and Strategic Initiatives

- Opportunities:
 - Revitalization and renewal of Court St and Red River Road
 - Public seating and parkettes
 - Art installations – to brighten up the BIA and create a visually vibrant and perceptually safe space to shop, dine play and stay.
- Issues:
 - With inflation still impacting costs and continued construction, there is considerable concern for the 2024 year with a need for the BIA to do more to promote the area as a place to shop, dine, play, stay and do business.
 - The secondary pandemic of opioid abuse, mental health and addictions and homelessness across Canadian cities is causing concerns the BIA works to mitigate through removing the weeds along the businesses and providing art and seating throughout the area.
 - Seagull management – the BIA carries the cost of managing seagulls to reduce the instances of divebombing patrons in the area. This is unfortunately a necessary cost to keep the public safe and follow government protocols for managing these protected birds.
 - Red River Road is set to have all of the underground infrastructure replaced in the summer of 2024 causing access concerns for businesses – the City, with the assistance of the BIA, will work on marketing the area as well as the safe access points to the businesses.

Key Performance Indicators

- Reduction of building vacancies within the BIA;
- Investment in the buildings in the BIA;
- Specific KPI's are measured by our members and their successes – when they are successful, we are successful.

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

Waterfront District BIA

2024 BUDGET

FINANCIAL RESOURCES	2023	2023	2024	2024	2023	2023	2024	2024 Base	One	User Fee	Reduction	Expansion	2024	2024 vs	2024 vs
	FT	PT	FT	PT	Approved	Estimated	Base	vs 2023					Requested	2023	2023
	FTE	FTE	FTE	FTE	Budget	Actuals		% Increase	Time	Increase			Budget	\$ Change	% Change
Outside Boards															
Materials					91.5	91.5	113.0	23.5%					113.0	21.5	23.5%
Gross Expenditures					91.5	91.5	113.0	23.5%					113.0	21.5	23.5%
Revenues															0.0%
Subtotal					91.5	91.5	113.0	23.5%					113.0	21.5	23.5%
Net Cost (Income)					91.5	91.5	113.0	23.5%					113.0	21.5	23.5%