



# Corporate Report

**REPORT NUMBER** 001-2024-Corporate Services-Office of the City Treasurer

**DATE**

**PREPARED**

January 9, 2024

**FILE**

**MEETING DATE**

January 30, 2024

**SUBJECT**

2024 Proposed Capital and Operating Budget

## RECOMMENDATION

WITH RESPECT to Report 001-2024-Corporate Services-Office of the City Treasurer, we recommend that the proposed 2024 Operating and Capital budget for tax and rate supported operations be approved as outlined in this Report;

AND THAT the 2024 Tax Supported Operating Budget be approved at \$389,781,200 as outlined in this Report;

AND THAT with respect to the Tax Supported Operating Budget, contributions to reserves and reserve funds from operations totalling up to \$29,102,500 and transfers from reserves and reserve funds totalling up to \$8,144,200 be approved as outlined in this Report;

AND THAT the Waterfront District Business Improvement Area levy of \$113,000 be approved;

AND THAT the Victoria Avenue Business Improvement Area levy of \$60,000 be approved;

AND THAT the 2024 Tax Supported Capital Budget be approved at \$79,892,800 as outlined in this Report with financing as follows:

Net Capital Financed by the Tax Levy	\$20,182,400
Debenture Debt (Annual)	\$ 7,648,600
Debenture Debt (Special – Victoriaville Phase II)	\$10,700,000
Internal Loans	\$ 1,260,600
Grants and Other Revenues	\$11,792,500
Reserves and Reserve Funds	\$28,308,700

AND THAT the 2024 Solid Waste (Landfill Operations) Operating Budget be approved at \$3,345,100 gross expenditure and \$363,800 net income, with a contribution to the Solid Waste – Landfill Reserve Fund to result in \$0 net income;

AND THAT the 2024 Solid Waste (Landfill Operations) Capital Budget be approved at \$1,819,400 gross, with the use of debenture debt (\$1,320,000) and internal loans (\$499,400) as the source of financing;

AND THAT the 2024 Wastewater Operating Budget be approved at \$17,683,400 gross expenditure and \$4,703,200 net income, with a contribution to the Wastewater Reserve Fund to result in \$0 net income;

AND THAT the 2024 Wastewater Capital Budget be approved at \$10,612,700 gross, with financing from the Wastewater Reserve Fund (\$6,812,700), debenture debt (\$3,000,000), and Disaster Mitigation & Adaptation grant funding (\$800,000),

AND THAT the 2024 Waterworks Operating Budget be approved at \$22,343,300 gross expenditure and \$7,765,000 net income, with a contribution to the Waterworks Reserve Fund to result in \$0 net income;

AND THAT the 2024 Waterworks Capital Budget be approved at \$12,346,000 gross, with financing from the Waterworks Reserve Fund (\$7,746,000) and debenture debt (\$4,600,000);

AND THAT the 2024 Prince Arthur's Landing – Boater Services Operating Budget be approved at \$378,100 gross expenditure and \$152,100 net income, with a contribution to the Boater Services Capital Reserve Fund to result in \$0 net income;

AND THAT the 2024 Prince Arthur's Landing – Boater Services Capital Budget be approved at \$60,000 gross, with financing from the Boater Services Capital Reserve Fund (\$60,000);

AND THAT the User Fee Schedules A, B, D, and G be approved as outlined in Attachment A;

AND THAT reconciliation adjustments for the Budget presentation in accordance with Ontario Regulation 284/09 and Public Sector Accounting Board Standards be approved as outlined in this Report;

AND THAT any necessary By-laws be presented to Council for ratification including By-laws related to user fee changes.

### ***LINK TO STRATEGIC PLAN***

The 2024 proposed Operating and Capital Budget supports the City of Thunder Bay's strategic direction to plan and deliver cost-effective services, with a focus towards ensuring accountability of the City's financial resources. The annual Budget is the

primary mechanism through which City Council allocates its resources to achieve its strategic goals and objectives.

**EXECUTIVE SUMMARY**

The purpose of this Report is to present the City of Thunder Bay 2024 proposed Operating and Capital Budget (Tax and Rate Supported) to City Council for consideration and approval. City Council will deliberate the Budget in accordance with the approved Budget Calendar with anticipated ratification at the February 12, 2024, City Council meeting.

The proposed Tax and Rate Supported Operating and Capital Budget of \$538,261,800 (2023: 514,710,700) represents an increase of \$23,551,100 or 4.6% over the previous year.

Figure 1: 2024 Proposed Tax and Rate Supported Budget

Expenditures	2023 Budget \$	2024 Budget \$	Budget Change	
			Increase/ (Decrease) \$	%
<u>Tax Supported</u>				
Operating	380,535,900	389,781,200	9,245,300	2.4%
Capital	66,944,700	79,892,800	12,948,100	19.3%
Total Tax Supported	447,480,600	469,674,000	22,193,400	5.0%
<u>Rate Supported</u>				
Operating	42,619,800	43,749,700	1,129,900	2.7%
Capital	24,610,300	24,838,100	227,800	0.9%
Total Rate Supported	67,230,100	68,587,800	1,357,700	2.0%
<u>Total</u>				
Operating	423,155,700	433,530,900	10,375,200	2.5%
Capital	91,555,000	104,730,900	13,175,900	14.4%
Total Budget	514,710,700	538,261,800	23,551,100	4.6%

The proposed Tax Supported Budget requires a Municipal Tax Levy of \$231,680,700 which is \$13,304,300 or 6.1% more than the previous year. After factoring in assessment growth, the net impact is 5.5% which is in line with the budget direction provided by City Council on July 24, 2023 (Report R 226-2023 (Corporate Services-Office of the City Treasurer)).

The proposed Rate Supported Budget is financed from grants, debt (including internal loans), user fees, and reserve funds.

The 2024 proposed Tax and Rate Supported Operating and Capital Budget is provided in **Attachment A: 2024 Proposed Operating and Capital Budget – Tax and Rate Supported**.

The combined Rate and Tax Supported Operating and Capital Budget, less certain department-specific revenues and recoveries and transfer to/from reserves and reserve funds, results in a Net Operating and Capital Budget of \$310,386,500 (2023: \$306,556,100). The gross and net proposed Tax and Rate Supported Budget totals are provided in **Attachment B: Tax and Rate Supported Budget Summary (Gross and Net)**.

## **DISCUSSION**

### **Strong Mayor Powers**

Amendments have been made to the Municipal Act, 2001 (Part VI.1) (“strong mayor powers”) that grant new powers and duties to mayors of designated municipalities, in addition to their role as head of council (section 225) and chief executive officer (section 226.1).

On October 31, 2023, the City of Thunder Bay was added to the list of designated municipalities in Ontario Regulation 530/22.

With respect to the annual budget, as a strong mayor municipality, the Mayor has the duty to present the proposed City Budget no later than February 1<sup>st</sup> to City Council. If the Mayor does not present a proposed budget, the duty would revert back to City Council. With respect to this new responsibility, Mayor Boshcoff issued a Mayoral Decision on October 24, 2023 of his intention not to exercise this power and provided a corresponding directive to the City Manager and City Treasurer to bring forward the annual budget for 2024 to align with previous budget direction by City Council.

The 2024 proposed Operating and Capital Budget presented in this Report corresponds with the Mayoral Decision and Directive issued by Mayor Boshcoff.

### **Budget Process**

Budget Policy No. 05-02-01 supports the effective allocation of human, technological, and financial resources to achieve the City’s goals and objectives.

In July 2023, through Report R 226-2023 (Corporate Services-Office of the City Treasurer), Administration recommended a target 2024 municipal tax levy increase of 6.0% net of assessment growth, including service level changes related to the Digital Strategy, mandated Organics Program and transition to producer funded Blue Box Program, Affordable Transit Pass Pilot Project, and Recreation & Culture Affordable Access Pilot Project.

City Council supported these recommendations and directed Administration to identify additional savings or revenue opportunities to reduce the 2024 Municipal Tax Levy increase to 5.5% net of growth.

Administration collaborated to prepare 2024 proposed Operating and Capital Budget for City Council consideration.

Key considerations during the budget development process included the following:

- Thorough review of business requirements by City Departments, local boards and agencies, to identify efficiencies in light of inflationary pressure on service delivery and capital projects.
- Review of all programs for revenue and grant opportunities.
- Where appropriate, user fee increases of at least 5% and rounded up to the nearest dollar.
- Analysis of service level reductions/cost saving opportunities for cost containment.
- Leveraging reserves and reserve funds where appropriate.

The City of Thunder Bay has established service levels in accordance with legislation, Council direction, or best practices. Where there has not been explicit direction, service levels reflect Administration's understanding of what residents have come to expect from the municipality. Changes to service levels are reflected in the budget process through expansions, reductions, user fees and one-time items.

In accordance with the approved Budget Calendar (Report R 197-2023 (Corporate Services & Long Term Care – Financial Services)), Committee of the Whole will deliberate the 2024 proposed Operating and Capital Budget at Special Committee meetings on the following dates:

- January 30, 2024
- February 1, 2024
- February 5, 2024
- February 7, 2024

Ratification of the 2024 Operating and Capital Budget is scheduled to occur on February 12, 2024.

### **Staffing Complement**

The 2024 proposed Operating and Capital Budget includes a total complement of 2,188.9 full-time equivalent (FTE) staff, a net increase of 6.3 over 2023. This total includes the impact of current year one-time FTEs, less the removal of prior year one-time FTEs.

Figure 2: Proposed Full-Time Equivalent Staff Complement

Department	2023 Complement	2024 Proposed Complement	Increase/ (Decrease)	%
Mayor and Council	14.6	15.0	0.4	2.7%
City Manager's Office	77.0	77.9	0.9	1.2%
Community Services	596.4	595.9	(0.5)	-0.1%
Corporate Services	365.9	371.9	6.0	1.6%
Infrastructure, Development & Operations - Tax	580.0	575.8	(4.2)	-0.7%
Infrastructure, Development & Operations - Rate	146.5	146.9	0.4	0.3%
Local Boards and Agencies (Police & CEDC)	402.2	405.5	3.3	0.8%
Total	2,182.6	2,188.9	6.3	0.3%

The net increase of 6.3 FTEs includes permanent expansions of 21.6 Tax Supported FTEs (8.9 FTEs would be fully funded by grants, 1.0 FTE would be fully funded by an offsetting revenue increase, and 1.0 FTE would be partially funded by grants) and 0.4 Rate Supported FTEs. One-time expansions of 8.7 FTEs (funded by either grants or Stabilization Reserve) are also included.

These expansions are partially offset by permanent reductions of 15.9 FTEs, removal of 8.5 FTEs related to prior year one-time positions and reductions related to Corporate Report R196/2023 (Corporate Services & Long-Term Care-Financial Services).

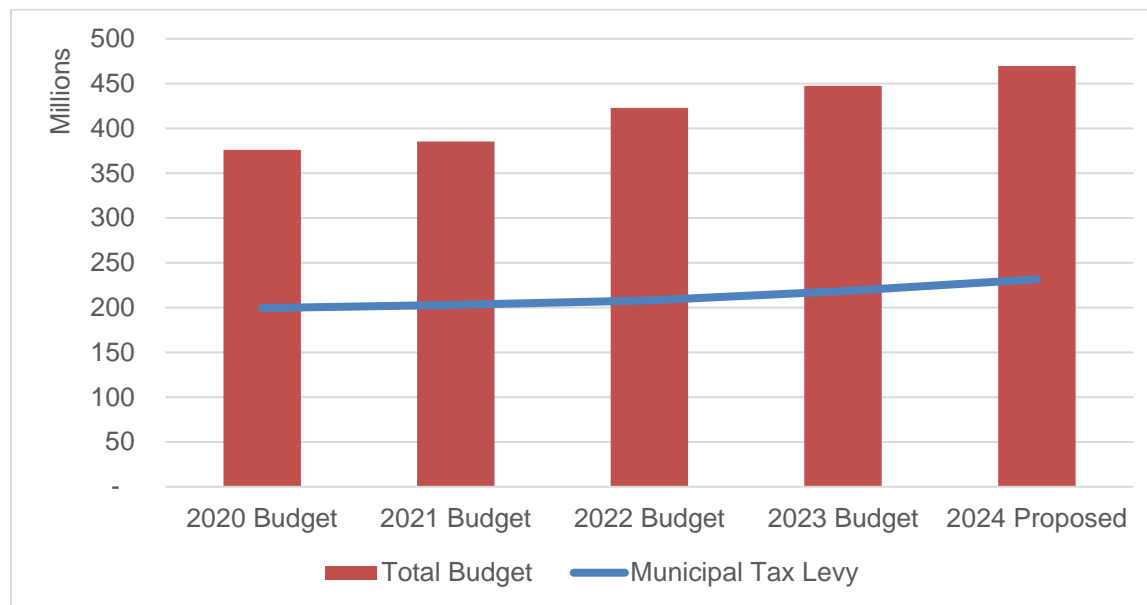
Further detail on each proposed FTE expansion and reduction is provided in **Attachment C: Tax and Rate Staff Complement Change from 2023 to 2024.**

### 2024 Proposed Tax Supported Operating and Capital Budget

The 2024 proposed Tax Supported Operating and Capital Budget is \$469,674,000 (2023: \$447,480,600) and represents an increase of \$22,193,400, or 5.0% from the prior year. The Municipal Tax Levy is the total amount that needs to be raised from property taxpayers to fund City services, local boards and agencies, and contribute to capital infrastructure programs. The proposed 2024 Municipal Tax Levy of \$231,680,700 represents an increase of \$13,304,300 or 6.1% over the 2023 approved Levy of \$218,376,400.

Figure 3 below compares the Tax Supported Operating and Capital Budget expenditures and Municipal Tax Levy for the years 2020 to the proposed 2024 Budget.

Figure 3: 2024 Tax Supported Operating and Capital Budget

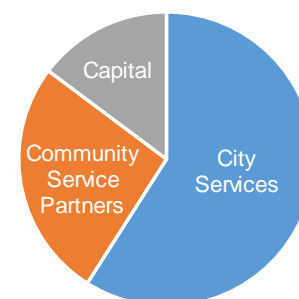


The growth in the assessment base during 2023, resulting from investment in the community through new construction and expansions, less lost assessment from demolitions and successful assessment appeals, provides tax generation of \$1,241,200 or a 0.6% reduction in impact to the 2024 municipal tax levy increase. Value changes from reassessment are not considered growth and do not generate additional revenue for the City. Assessment growth reduces the financial impact of the 2024 proposed Municipal Tax Levy to 5.5% which is in line with City Council’s budget direction.

Figure 4 below shows the proposed 2024 Municipal Tax Levy increase before and net of growth. City Council has limited control over the tax supported levy increases established by Community Services Partners, as illustrated in Figure 4 below. Outside Boards – The District of Thunder Bay Social Services Administration Board (TBDSSAB), Thunder Bay District Health Unit (TBDHU), and Lakehead Region Conservation Authority (LRCA) – determine their budget requirements for the year and levy the City of Thunder Bay accordingly. The Thunder Bay Police Service also determines its budget requirements which are approved by its Board.

Figure 4: Breakdown of Proposed Levy Increase

	Increase	
	\$	%
City Services	7,957,700	3.6%
Community Service Partners	3,429,100	1.6%
Net increase to Capital financed by tax levy	1,917,500	0.9%
<b>Total 2024 Municipal Tax Levy Increase</b>	<b>13,304,300</b>	<b>6.1%</b>
Less: New taxation revenue sourced from 2023 net assessment growth	(1,241,200)	(0.6%)
<b>Net Increase to Municipal Tax Levy (After Growth)</b>	<b>12,063,100</b>	<b>5.5%</b>



The estimated increase to the 2024 property tax bill, for the median residential single family detached home with an assessment of \$219,000, would be approximately \$200.

In 2024 a further 1% reduction to the Municipal Tax Levy would require expenditure reductions or revenue increases totalling approximately \$2.2 million.

Tax Supported Operating Budget Highlights

The 2024 proposed Tax Supported Operating Budget is \$389,781,200 (2023: \$380,535,900). The Gross Operating Budget, less certain department-specific revenues and recoveries and transfer to/from reserves and reserve funds, results in a Net Operating Budget of \$267,034,700 (2023: 255,661,800).

Figure 5 below shows the Net Operating Budget, as well as Net Capital Budget, Provisions to Obligatory Reserve Funds, and Corporate Revenues to balance the Tax Supported Budget.

Figure 5: Tax Supported Budget (Net)

Description	2023 Approved Budget (\$)	2024 Proposed Budget (\$)	Increase/ Decrease (\$)	%
City Departments				
City Council and Mayor's Office	1,212,600	1,230,400	17,800	1.5%
City Manager's Office	10,271,600	10,601,600	330,000	3.2%
Community Services	34,342,800	34,052,100	(290,700)	-0.8%
Corporate Services	22,462,700	22,811,100	348,400	1.6%
Infrastructure, Development and Operations	72,766,300	74,885,300	2,119,000	2.9%
<b>Total Operating – City Departments</b>	<b>141,056,000</b>	<b>143,580,500</b>	<b>2,524,500</b>	<b>1.8%</b>
General Corporate Expenditures	28,532,500	33,951,800	5,419,300	19.0%
Boards and Agencies	86,073,300	89,502,400	3,429,100	4.0%
<b>Subtotal Operating Budget (Net)</b>	<b>255,661,800</b>	<b>267,034,700</b>	<b>11,372,900</b>	<b>4.4%</b>
Net Capital Financed by the Tax Levy	18,264,900	20,182,400	1,917,500	10.5%
Contributions to Reserve Funds Supported by the Tax Levy	12,356,000	4,393,000	(7,963,000)	-64.4%
Provisions to Obligatory Reserve Funds	17,142,300	17,142,300	-	0.0%
<b>Total Operating and Capital Budget (Net)</b>	<b>303,425,000</b>	<b>308,752,400</b>	<b>5,327,400</b>	<b>1.8%</b>
Revenues				
Taxation Revenues	220,130,700	233,435,100	13,304,400	6.0%
Federal Grants	7,142,300	7,142,300	-	0.0%
Provincial Grants	30,773,500	31,061,500	288,000	0.9%
TBayTel Dividend	18,000,000	19,000,000	1,000,000	5.6%
Other Revenues and Recoveries	23,901,800	15,178,800	(8,723,000)	-36.5%
Transfers from Reserves and Reserve Funds	3,476,700	2,934,700	(542,000)	-15.6%
<b>Total Operating Budget Revenues</b>	<b>303,425,000</b>	<b>308,752,400</b>	<b>5,327,400</b>	<b>1.8%</b>



**Attachment D:** *Tax Supported Operating Budget Summary (Net)* presents additional detail of the Net Operating Budget and highlights proposed Expansions, Reductions, User Fees, and One-time items by Division.

Highlights for 2024 proposed Tax Supported Operating Budget is presented below.

- City Departments – Within the 2024 proposed Operating and Capital Budget package, each Departmental section includes an overview providing details on opportunities, issues, and strategic initiatives.
- General Corporate Expenditures
  - Provision for Operating Reserves and Reserve Funds – In 2024, the proposed budget contains contributions to operating reserve and reserve funds of \$0.9 million, compared to \$0.6 million in 2023. These include contributions to the Community Economic Development Commission (CEDC), Election, WSIB and Stabilization reserve funds.
  - Debenture Debt Charges – Additional \$3.4 million in 2024, due to net savings from debt servicing costs, reinvested into capital in accordance with the City’s debt management strategy. For this reason, these savings do not impact the levy in 2024 but instead increase the tax supported capital contribution. The savings are due primarily to the retirement of the \$45.0 million Homes Debenture less the estimated additional debt service costs from new debentures and construction financing.
  - Other Corporate Expenditures – Other corporate expenditures, excluding reserves and debenture charges, total \$22.8 million, an increase of \$8.6 million. These costs primarily relate to amounts set aside for wage settlements, contributions to community groups and organizations, insurance claim costs, external legal fees, early leave and retirement benefits, payments to the Municipal Property Assessment Corporation (MPAC), tax write-offs and legislated rebates, and corporate WSIB.
- Boards and Agencies – In 2024, the projected contribution to boards and agencies totals \$89.5 million, a \$3.4 million or 4.0% increase over the 2023 level of \$86.1 million. The increase relates primarily to Thunder Bay Police Service Operations (\$2.3 million, 3.7 FTE), estimated increase in the Thunder Bay District Social Services Administration Board (TBDSSAB) levy of \$0.5 million, Thunder Bay Public Library (\$0.3 million), Community Economic Development Commission (\$0.3 million), Thunder Bay Police Services Board (\$0.2 million), Thunder Bay District Health Unit (\$0.1 million), offset by a reduction in operations from the Victoriaville Centre for half-year operations (\$0.3 million).
- Net Capital Financed by the Tax Levy – Increase of \$1.9 million compared to the prior year. This amount includes a portion (\$1.5 million) of the net debt servicing cost savings related to the retirement of the Homes Debenture

- Contributions to Reserve Funds Supported by the Tax Levy – Decrease of \$8.0 million as the prior budget included a one-time contribution to the Capital General Reserve Fund related to the \$10 million principal repayment on the Synergy North Corporation promissory note.
- Provisions to Obligatory Reserve Funds – Provisions to obligatory reserve funds are expected to remain consistent in 2024. These provisions are for the Ontario Community Infrastructure Fund and the Canada-Community Building Fund Reserve Funds.
- Provincial Grants – The largest component of provincial grant revenue is the Ontario Municipal Partnership Fund (OMPF). The 2024 OMPF budget is \$21.1 million, an increase of \$0.3 million from the 2023 budget.

Also included in provincial grant revenue is \$10.0 million Ontario Community Infrastructure Fund (OCIF), which is transferred to the obligatory OCIF Reserve Fund to be used for capital projects.

- Other Revenue – Includes the Tbaytel Annual Dividend of \$19.0 million. In accordance with the Tbaytel Dividend Policy, \$250,000 is to be transferred to the Stabilization Reserve unless its year-end uncommitted balance is greater than \$10,000,000 in which case the excess funds are to be transferred to the Capital General Reserve Fund.

In accordance with Report R 098-2021 (Corporate Services & Long-Term Care – Financial Services) and the outstanding promissory note owing to the City, the 2023 budget included the \$10.0 million lump sum payment. Beginning in 2024, interest payments in the amount of \$0.8 million will be received for the remaining balance outstanding.

- General Corporate Revenues – Other revenues, including transfers from the Land Development Account, casino revenues, penalties and interest on taxes, local improvement revenues, administrative recoveries, municipal accommodation taxes, roof top solar dividend and sundry revenues. Excluding 2024 and 2023 one-time impacts, these sources total approximately \$14.4 million compared to \$13.9 million in 2023. The \$0.5 million increase relates to increased penalties and interest revenue and administrative recoveries that are offset by a reduction in the Synergy North dividends.

#### Tax Supported Capital Budget

The 2024 proposed Tax Supported Capital Budget is \$79,892,800 (2023: \$66,944,700), of which \$20,182,400 is funded by the Municipal Tax Levy. Figure 6 below summarizes the proposed Capital Budget and sources of financing.

Figure 6: Tax Supported Capital Budget

Description	2023 Approved Budget (\$)	2024 Proposed Budget (\$)	Increase/ Decrease (\$)	%
City Departments				
Regular Capital Plan	55,388,700	66,287,500	10,898,800	19.7%
Enhanced Infrastructure Renewal Program	8,107,400	8,440,600	333,200	4.1%
<b>Total Capital – City Departments</b>	<b>63,496,100</b>	<b>74,728,100</b>	<b>11,232,000</b>	<b>17.7%</b>
Local Boards and Agencies Capital Plan	3,448,600	5,164,700	1,716,100	49.8%
<b>Total Capital Budget</b>	<b>66,944,700</b>	<b>79,892,800</b>	<b>12,948,100</b>	<b>19.3%</b>
Financing				
Debenture	7,284,400	7,648,600	364,200	5.0%
Special Debenture	4,720,000	10,700,000	5,980,000	126.7%
Internal Loans	441,000	1,260,600	819,600	185.9%
Reserves and Reserve Funds	25,176,300	28,308,700	3,132,400	12.4%
Grants and Other Revenue	11,058,100	11,792,500	734,400	6.6%
<b>Net Capital Financed by the Tax Levy</b>	<b>18,264,900</b>	<b>20,182,400</b>	<b>1,917,500</b>	<b>10.5%</b>

**Attachment E:** *Tax Supported Capital Budget Summary with Sources of Financing* presents the 2024 proposed Capital Budget by Department with funding sources.

**Attachment F:** *Tax Supported Enhanced Infrastructure Renewal Program (EIRP) Summary* presents a detailed listing of the 2024 proposed EIRP capital projects.

Gross capital for City Departments increased from \$63,496,100 in 2023 to \$74,728,100 in 2024 with the main factor being the Victoriaville Demolition and Streetscaping – Phase II project included in the 2024 budget.

Gross capital requests from Local Boards and Agencies increased from \$3,448,600 in 2023 to \$5,164,700 in 2024. The 2024 proposed Capital Budget includes an additional \$1,000,000 to the Parking Authority related to Victoria Parkade repairs.

Funding of capital is provided from debenture financing, internal loans, reserves and reserve funds, grants and other funding, and the Municipal Tax Levy.

Debenture financing has increased from \$12,004,400 in 2023 to \$18,348,600 in 2024 due to a 5% increase in annual borrowing and an increase in special debenture to fund Phase II of the Victoriaville Demolition project.

The recommended Tax Supported Capital Budget includes reserves and reserve fund financing of \$28,308,700 (2023: \$25,176,300). The transfers from reserve funds has increased by \$3.1 million, primarily from the Capital General Reserve Fund and Renew Thunder Bay Reserve Fund, offset somewhat by a decrease in financing from the Canada-Community Building Fund Reserve Fund, Corporate Information Technology Reserve fund and Dedicated Gas Tax Reserve Fund.

Financing of the Capital Budget also includes the following Grants and Other Revenues:

Investing in Canada Infrastructure Program	\$ 7.2 million
Green and Inclusive Community Building Program	\$ 1.6 million
Disaster Mitigation & Adaptation Funding	\$ 0.9 million
Northern Ontario Resource Development Supports	\$ 0.4 million
Miscellaneous Provincial Grants	\$ 0.1 million
Other Revenues	<u>\$ 1.6 million</u>
	<b>\$11.8 million</b>

### **2024 Rate Supported Operating and Capital Budget Highlights**

Rate supported operations include Waterworks, Wastewater (Sewer), Solid Waste (Landfill) and Prince Arthur's Landing – Boater Services. These operations are supported by user fees rather than municipal taxation revenues. **Attachment G: Rate Supported Operating Budget Summary** presents additional detail of the Rate Supported proposed Operating Budget and highlights proposed Expansions, Reductions, User Fees, and One-time items by program. **Attachment H: Rate Supported Capital Budget Summary with Sources of Financing** presents the Capital Budget summary with sources of financing.

Highlights for the 2024 proposed Rate Supported Operating and Capital Budgets are presented below.

#### Solid Waste (Landfill)

The 2024 proposed Solid Waste (Landfill) Budget has been prepared, consistent with the Solid Waste Financial Plan.

The 2024 proposed Operating Budget for Solid Waste (Landfill) is \$3,345,100 (2023: \$3,379,800). The minimum charge for a trip to the landfill remains at \$10 applicable on loads up to 120kg. Consistent with the Solid Waste (Landfill) Financial Plan, tonnage charges for loads over 120kg will increase 3.0% to \$89.21/tonne up \$2.60/tonne from 2023. The effective date for the proposed fee increases is April 1, 2024. Projected net income of \$363,800 (2023: \$317,800) would be transferred to the Solid Waste – Landfill Reserve Fund.

The 2024 proposed Capital Budget for Solid Waste (Landfill) totals \$1,819,400 (2023: \$1,824,400) with debenture financing of \$1,320,000 and \$499,400 in financing from internal loans.

#### Wastewater (Sewer)

The 2024 proposed Wastewater (Sewer) Budget has been prepared, consistent with the approved Wastewater System Financial Plan.

The 2024 proposed Operating Budget for Wastewater (Sewer) is \$17,683,400 (2023: \$17,405,500). The Wastewater surcharge is proposed to remain at 90% of the total

water fixed and volumetric charge, consistent with the Wastewater System Financial Plan. Projected net income of \$4,703,200 (2023: \$4,421,000) would be transferred to the Wastewater Reserve Fund.

The 2024 proposed Capital Budget for Wastewater (Sewer) totals \$10,612,700 (2023: \$11,243,600) with financing from the Wastewater Reserve Fund (\$6,812,700), debenture financing of \$3,000,000 and Disaster Mitigation & Adaptation grant funding of \$800,000. Debenture financing is within levels set out in the Wastewater System Financial Plan.

### Waterworks

The 2024 proposed Waterworks Budget has been prepared, consistent with the approved Water Authority Financial Plan.

In accordance with Ontario Regulation 453/07, this plan funds necessary work, both operating and capital, and maintains affordable water rates over the long term.

The 2024 proposed Operating Budget for Waterworks is \$22,343,300 (2023: \$21,460,100). Effective April 1, 2024, all water fixed and volumetric charges are recommended to increase by 3.0% to meet future financial requirements as per the Water Authority Financial Plan. Other program charges will also increase by 3.0% consistent with water rate changes. Projected net income of \$7,765,000 (2023: \$7,713,400) would be transferred to the Waterworks Reserve Fund.

The 2024 proposed Capital Budget for Waterworks totals \$12,346,000 (2023: \$11,482,300) with financing from the Waterworks Reserve Fund (\$7,746,000) and debenture financing of \$4,600,000. Proposed debenture financing for Waterworks is consistent with the Water Authority Financial Plan.

### Prince Arthur's Landing – Boater Services

The 2024 proposed Operating Budget for Prince Arthur's Landing – Boater Services is \$378,100 (2023: \$374,500). The 2024 Prince Arthur's Landing – Boater Services budget proposes user fee increases of 4% on average effective April 1, 2024. Projected net income of \$152,100 (2023: \$139,700) would be transferred to the Boater Services Capital Reserve Fund.

The 2024 proposed Capital Budget for Prince Arthur's Landing – Boater Services totals \$60,000 (2023: \$60,000) with financing of \$60,000 from the Boater Services Capital Reserve Fund.

## **Reserve and Reserve Funds**

Reserve and Reserve Fund Policy No. 05-01-08 supports long-term financial stability and flexibility for the Corporation. The 2024 proposed Operating and Capital Budget

strategically utilizes discretionary and obligatory reserves and reserve funds. The Budget includes contributions to reserves and reserve funds totalling \$29,102,500 and transfers to operations and capital projects totalling \$36,452,900.

**Attachment I: Reserve and Reserve Fund Activity** presents the 2024 proposed Budget reserve and reserve fund contributions and transfers. Significant proposed transactions are highlighted as follows:

- Capital General Reserve Fund – Transfer to fund the mandated Organics (\$2,390,000) and Auto-Cart (\$3,600,000) and work to be completed at the Fort William Gardens (\$610,000). Also, in accordance with Report R 335-2023 (Corporate Services-Office of the City Treasurer), \$1,500,000 to be transferred into the Indoor Turf Facility Reserve Fund.
- Municipal Accommodation Tax Reserve Fund – Includes transfer of \$1,169,300 to the Indoor Turf Facility Reserve Fund in accordance with Report R 335-2023 (Corporate Services-Office of the City Treasurer).
- Indoor Turf Facility Reserve Fund – Total contribution of \$2,669,300 from the Capital General Reserve Fund and Municipal Accommodation Tax Reserve Fund as discussed above.
- Renew Thunder Bay Reserve Fund – Includes transfer to fund transit facility modifications related to electrification project (\$959,000).
- WSIB Benefits Reserve Fund – Transfer of \$420,000 to phase-in the impact of the Thunder Bay Police Services WSIB budget increase.
- Event Hosting Reserve – Transfer to be used to support the 2024 Ontario Winter Games.
- Stabilization Reserve – Financing strategy to use the Stabilization Reserve to fund net one-time costs in the amount of \$2,934,700 so that one-time impacts do not impact the Tax Levy.

Through the Budget, Administration is recommending the establishment of a new discretionary reserve fund: the Recreation and Culture Capital Reserve Fund. This reserve fund is intended to accumulate funds to support the capital needs of the Recreation and Culture Division facilities and assets, including leveraging of funding from other sources. In accordance with the Reserve and Reserve Fund Policy, subsequent to budget approval, a separate By-law will be presented to City Council to formally establish this new reserve fund.

A full listing of estimated reserve and reserve fund balances is presented in **Attachment J: Estimated Uncommitted Reserves and Reserve Funds**. The estimated balances as at December 31, 2023 are unaudited and subject to change through the

2023 year-end process. The total estimated uncommitted reserves and reserve funds, considering proposed contributions and withdrawals in the 2024 Budget, is \$114.5 million. The estimated Internal Loans against reserves and reserve funds, outstanding at the end of 2023, is \$5.0 million with an additional \$1.8 million Internal Loans proposed in the 2024 Budget.

### **Financial Disclosure Requirements**

Section 290 of the *Municipal Act* requires municipalities to prepare balanced budgets which include estimates of all sums required during the year for the purposes of the municipality.

Ontario Regulation 284/09 permits municipalities to exclude the following expenses from their municipal budgets:

- Post-employment benefits expenses – Employee future benefits include benefits which are earned by the employee in the current period but are not paid for by taxes or rates until a future period. These benefits include sick leave, vacation pay, health and dental care, life insurance and Workplace Safety and Insurance Board (WSIB) payments. The impact (change) of employee future benefits expense is a decrease to the accumulated surplus and is estimated to be \$1,835,000 in 2024.
- Solid waste landfill closure and post-closure expenses – Under the *Ontario Environmental Protection Act*, the City is required to provide for the closure and post-closure care of its solid waste landfill site. The costs related to these obligations are provided over the estimated remaining life of the landfill based on usage (currently estimated at 20 years). The impact (change) of landfill closure and post-closure costs is an increase to the accumulated surplus and is estimated to be \$625,000 in 2024.
- Acquisition and amortization of tangible capital assets (net) – Annual financial statements include amortization expenses on tangible capital assets as required by Public Sector Accounting Board (PSAB) standards. Although the City's 2024 proposed Budget does not include amortization expense on tangible capital assets, provisions are made for contributions to capital and transfers to/from capital reserves to fund capital expenses. The estimated 2024 impact on tangible capital assets is a net increase of \$26,267,000 to the accumulated surplus.

Accordingly, these expenses are excluded in the City's 2024 proposed Budget. The City of Thunder Bay, like most municipalities, continues to prepare budgets on the traditional fund basis where revenue and expenditures for operating and capital budgets are balanced. On a fund basis, there is no projected impact to the City's accumulated surplus.

However, Ontario Regulation 284/09 requires additional financial disclosure to identify the impact of the proposed budget on the municipality's accumulated surplus after converting the 2024 proposed budget and assumptions to include the excluded expenses. The municipality must also estimate the impact of the excluded expenses on the future tangible capital asset funding requirements.

The estimated impact on the City of Thunder Bay's 2024 accumulated surplus, due to the excluded expenses and change in reporting, is a net increase of \$25,057,000, summarized as follows:

	(\$)
Post-employment benefit expenses	(1,835,000)
Solid waste landfill closure and post closure expenses	625,000
Acquisition/Amortization of tangible capital assets (net)	26,267,000
	<u>25,057,000</u>

The changes to accounting and reporting requirements under the PSAB are a financial accounting treatment only and do not affect operating surpluses.

## **CONSULTATION**

### **Question and Answer Session**

The approved 2024 Budget Calendar includes an informal Question and Answer (Q&A) session for both City Council and the Public to occur prior to budget deliberations. This informal session will be in-person and provide an opportunity to inform members of City Council and the public on budget related items and gather feedback. The goal of this session is to connect Corporate Department leaders with City Council and residents to have effective communication regarding the budget, levels of service and department specific operations.

The Q&A session for the Public replaces the "Pre and Post Budget Deputation Meetings" in an effort to maintain public engagement and transparency in focused discussions with Council, the community and City leaders.

### **Council and Public Consultations**

The approved 2024 Budget Calendar also includes consultations following budget ratification with City Council and the Public in March and April respectively. The feedback from City Council will be related to areas for improvement which will be included as part of the 2025 Budget Calendar Report to set the following budget cycle.

The Public Consultation will take place in April so feedback can be provided to City Council as part of the annual Budget Direction Report, linking public feedback with the establishment of budget direction to Administration.



### ***FINANCIAL IMPLICATION***

The 2024 proposed Tax Supported Budget, as presented, would result in a total Operating Budget of \$389,781,200 and a total Capital Budget of \$79,892,800. The proposed budget would require a Municipal Tax Levy of \$231,680,700 which represents an increase of \$13,304,300 or 6.1% over the prior year (5.5% net of growth).

The 2024 proposed Rate Supported Budget, as presented, would result in a total Operating Budget of \$43,749,700 and a total Capital Budget of \$24,838,100. The 2024 proposed Rate Supported Budget is presented consistent with the approved financial plans for Solid Waste Landfill Operations, Wastewater, and Waterworks.

In May 2024, Council will make 2024 tax policy decisions based on the approved budget. At that time, policy options and an impact analysis will be provided. The analysis will include the tax implications for properties within each property class.

### ***CONCLUSION***

The 2024 proposed Tax Supported Operating and Capital Budget, totalling \$469,674,000, requires a Municipal Tax Levy increase, net of growth, of 5.5% which is in line with City Council's budget direction. Therefore, it is concluded that City Council should approve the 2024 Tax Supported Operating and Capital Budget as presented.

It is further concluded that the 2024 proposed Rate Supported Operating and Capital Budget, totalling \$68,587,800, is consistent with the approved financial plans for Solid Waste Landfill Operations, Wastewater, and Waterworks, and should be approved as presented.

It is also concluded that Administration should implement the recommendations presented in this Report.

### ***BACKGROUND***

At the June 26, 2023 Committee of the Whole meeting, the Council 2024 Budget Review Calendar and Strategic Budget Development Report R 197-2023 (Corporate Services & Long-Term Care – Financial Services) was presented.

At the July 24, 2023 Committee of the Whole meeting, the Budget Direction 2024 and Beyond Report R 226-2023 (Corporate Services-Office of the City Treasurer) was presented. City Council approved an amended resolution to set a targeted Municipal Tax Levy increase, net of growth, of no more than 5.5%.

**REFERENCE MATERIAL ATTACHED**

- Attachment A: 2024 Proposed Operating and Capital Budget – Tax and Rate Supported (**Distributed separately**)
- Attachment B: Tax and Rate Supported Budget Summary (Gross and Net)
- Attachment C: Tax and Rate Staff Complement Change from 2023 to 2024
- Attachment D: Tax Supported Operating Budget Summary (Net)
- Attachment E: Tax Supported Capital Budget Summary with Sources of Financing
- Attachment F: Tax Supported Enhanced Infrastructure Renewal Program (EIRP) Summary
- Attachment G: Rate Supported Operating Budget Summary (Net)
- Attachment H: Rate Supported Capital Budget Summary with Sources of Financing
- Attachment I: Reserve and Reserve Fund Activity
- Attachment J: Estimated Uncommitted Reserves and Reserve Funds

**REPORT PREPARED BY**

Jesse Langen, Manager – Budgets & Long-term Planning  
Keri Greaves, City Treasurer

**REPORT SIGNED AND VERIFIED BY**

Karen Lewis, General Manager – Corporate Services

January 11, 2024

**2024 Proposed Operating and Capital Budget  
Attachment B – Tax and Rate Supported Budget Summary (Gross and Net)  
(in \$000s)**

	2023	Proposed 2024	\$ Change	% Change
<b><u>TAX SUPPORTED BUDGET</u></b>				
<b>Tax Supported Budget (Gross)</b>				
Operating Budget Gross	380,535.9	389,781.2	9,245.3	2.4%
Capital Budget Gross	66,944.7	79,892.8	12,948.1	19.3%
Total Tax Supported Budget Gross	<u>447,480.6</u>	<u>469,674.0</u>	<u>22,193.4</u>	<u>5.0%</u>
<b>Tax Supported Budget (Net)</b>				
Operating Budget Net	255,661.8	267,034.7	11,372.9	4.4%
Capital Budget Net	30,620.9	24,575.4	(6,045.5)	-19.7%
Contributions to Obligatory Reserve Funds Net	17,142.3	17,142.3	0.0	0.0%
Total Tax Supported Budget Net	<u>303,425.0</u>	<u>308,752.4</u>	<u>5,327.4</u>	<u>1.8%</u>
<b><u>RATE SUPPORTED BUDGET</u></b>				
<b>Rate Supported Budget (Gross)</b>				
Operating Budget Gross	42,619.8	43,749.7	1,129.9	2.7%
Capital Budget Gross	24,610.3	24,838.1	227.8	0.9%
Total Rate Supported Budget Gross	<u>67,230.1</u>	<u>68,587.8</u>	<u>1,357.7</u>	<u>2.0%</u>
<b>Rate Supported Budget (Net)</b>				
Operating Budget Net	(12,591.2)	(12,984.6)	(393.4)	3.1%
Capital Budget Net	15,722.3	14,618.7	(1,103.6)	-7.0%
Total Rate Supported Budget Net	<u>3,131.1</u>	<u>1,634.1</u>	<u>(1,497.0)</u>	<u>-47.8%</u>
<b><u>COMBINED RATE AND TAX SUPPORTED BUDGET</u></b>				
<b>Combined Rate and Tax Supported Budget (Gross)</b>				
Operating Budget Gross	423,155.7	433,530.9	10,375.2	2.5%
Capital Budget Gross	91,555.0	104,730.9	13,175.9	14.4%
Total Budget Gross	<u>514,710.7</u>	<u>538,261.8</u>	<u>23,551.1</u>	<u>4.6%</u>
<b>Combined Rate and Tax Supported Budget (Net)</b>				
Operating Budget Net	243,070.6	254,050.1	10,979.5	4.5%
Capital Budget Net	46,343.2	39,194.1	(7,149.1)	-15.4%
Contributions to Obligatory Reserve Funds Net	17,142.3	17,142.3	0.0	0.0%
Total Budget Net	<u>306,556.1</u>	<u>310,386.5</u>	<u>3,830.4</u>	<u>1.2%</u>

*Due to rounding, the sum of the Divisional Recap reports may not add precisely to the totals on this page.*

**2024 Proposed Operating and Capital Budget  
Attachment C: Tax and Rate Staff Complement Change From 2023 to 2024**

**Tax Supported:**

FTEs    2024 Expansions

Mayor's Office:

0.4 Executive Assistant to the Mayor

Community Services:

- \* 5.8 Pioneer Ridge, Long Term Care - Personal Support Worker
- \* 0.8 Pioneer Ridge, Long Term Care - Staffing Support Worker
- \* 3.0 Recreation & Culture - Navigator 3 - Youth Programming
- \* 0.1 Recreation & Culture - PRO Kids Assistant

Corporate Services:

- \*\*\*\* 1.0 GM's Office - Administrative Clerk
- \*\*\* 1.0 Revenue - Coordinator Court Services
- \*\*\*\* 1.0 Corporate Information Technology - Project & Business Analyst
- \*\* 0.5 Superior North EMS - Commander
- \*\* 0.5 Superior North EMS - Logistics Assistant

Infrastructure, Development & Operations:

- 0.5 Roads - Equipment Operator
- \*\*\*\* 0.2 Roads - Seasonal Labourer
- 0.5 Parks & Open Spaces - Parks Worker
- \*\*\*\* 0.1 Parks & Open Spaces - Seasonal Labourer
- \*\*\*\* 1.0 Solid Waste & Diversion - Compliance Officer
- \*\*\*\* 1.0 Solid Waste & Diversion - Promotion & Education Coordinator
- \*\*\*\* 0.2 Solid Waste & Diversion - Seasonal Labourer

Local Boards and Agencies:

- 1.0 Thunder Bay Police Service - Deputy Chief of Police
- 1.0 Thunder Bay Police Service - Financial Analyst
- 1.0 Thunder Bay Police Service - FOI Clerk
- 1.0 Thunder Bay Police Service - Human Resource Director

**(A)**    21.6

- \* Fully funded from other levels of government
- \*\* Partially funded from other levels of government
- \*\*\* Fully funded by additional revenue
- \*\*\*\* Included in Budget Direction R 226-2023

**2024 Proposed Operating and Capital Budget  
Attachment C: Tax and Rate Staff Complement Change From 2023 to 2024**

**Tax Supported Continued:**

FTEs    2024 Reductions

Community Services:

- (1.0) Central Support - Systems Planning Coordinator - Per R 196-2023
- (0.3) Central Support - Systems Planning Coordinator - Per R 196-2023
- (3.4) Recreation & Culture - Various positions at Vale Community Centre due to expiration of lease.
- (1.6) Recreation & Culture - Various aquatic & playground positions

Corporate Services:

- (1.2) Office of the City Treasurer - Digital Duplicator Operator - Per R 196-2023
- (0.3) Office of the City Treasurer - Relief Courier - Per R 196-2023
- (0.2) Revenue - Temporary Payment Processing Clerk - Per R 196-2023
- (0.3) Revenue - Student
- (1.0) Internal Audit - Project Manager - Per R 196-2023
- (1.0) Licensing & Enforcement - Field Enforcement Supervisor - Per R 196-2023

Infrastructure, Development & Operations:

- (0.9) Central Support - Accounting & Admin Relief Clerk - Per R 196-2023
- (0.2) Central Support - Clerk Stenographer III Relief - Per R 196-2023
- (0.1) Central Support - Temporary Payroll Clerk - Per R 196-2023
- (1.0) Roads - Traffic Control & Street Light Technician - Per R 196-2023
- (0.5) Roads - Seasonal Labourer - Per R 196-2023
- (0.5) Parks & Open Spaces - Seasonal Labourer - Per R 196-2023

Local Boards and Agencies:

- (1.0) Thunder Bay Police Service - Inspector
- (1.0) Thunder Bay Police Service - Lawyer
- (0.4) Community Economic Development Commission

**(B)**    (15.9)

FTEs    2024 One Time

City Manager's Office:

- 0.4 Human Resources & Corporate Safety - Temporary HR Analyst I

Community Services:

- \* (0.7) Recreation & Culture - Ontario Winter Games Coordinator

Corporate Services:

- 0.1 Corporate Information Technology - Temporary SAP Project Analyst
- \*\* 1.0 Superior North EMS - Deputy Chief
- \* 6.2 Superior North EMS - Specialized Treatment and Referral Program Personnel

Local Boards and Agencies:

- \* 1.7 Thunder Bay Police Service - NOHFC Intern

**(C)**    8.7

- \* **Fully funded from other levels of government**
- \*\* **Partially funded from other levels of government**
- \*\*\* **Fully funded by additional revenue**
- \*\*\*\* **Included in Budget Direction R 226-2023**

**2024 Proposed Operating and Capital Budget**  
**Attachment C: Tax and Rate Staff Complement Change From 2023 to 2024**

**Tax Supported Continued:**

FTEs    2024 Other FTE Changes

City Manager's Office:

- (0.5) Human Resources & Corporate Safety - Removal of prior year one-time position
- (0.4) Human Resources & Corporate Safety - Reduction as per R 196-2023
- 1.0 Strategic Initiatives & Engagement - Sustainability Coordinator - Redeployment from Development Services due to 2023 Corporate Reorganization
- 1.0 Strategic Initiatives & Engagement - Sustainability Coordinator - Redeployment from Engineering due to 2023 Corporate Reorganization
- 0.3 Office of the City Clerk - Redeployment of Elections Staff back to Office of the City Clerk
- (0.3) Elections - Removal of prior year one-time position
- (0.6) City Solicitor - Removal of prior year one-time position

Community Services:

- (3.3) Recreation & Culture - Changing Non-Affiliate group from 1820 to 2080 hours

Corporate Services:

- (0.1) GM Finance - Redeployment of 0.1 FTE to EMS due to 2023 Corporate Reorganization
- (0.1) GM Finance - Redeployment of 0.1 FTE to EMS due to 2023 Corporate Reorganization
- 1.0 Office of the City Treasurer - City Treasurer - Redeployment of GM FTE due to 2023 Corporate Reorganization
- (1.0) Superior North EMS - Analyst/Research Coordinator per R 196-2023
- (1.0) Superior North EMS - Superintendent per R 196-2023

Infrastructure, Development & Operations:

- (1.0) Engineering - Sustainability Coordinator - Redeployment to Strategic Initiatives & Engagement due to 2023 Corporate Reorganization
- (0.9) Development Services - General Manager - Redeployment to Corporate Services as per 2023 Corporate Reorganization
- 0.1 Development Services - Redeployment from Corporate Services (SNEMS) due to 2023 Corporate Reorganization
- (0.7) Development Services - Archeology Intern - Removal of prior year one-time position
- (1.0) Development Services - Communications Officer - Redeployment to Strategic Initiatives & Engagement due to 2023 Corporate Reorganization
- (1.0) Development Services - Junior Clerk - per R 196-2023

**(D)** 8.5

5.9 **Total Tax Supported (A + B + C + D)**

**Rate Supported:**

FTEs    2024 Expansions

Infrastructure, Development & Operations:

- 0.2 Waterworks - Labourer
- 0.2 Wastewater - Labourer

**(E)** 0.4 **Total Rate Supported**

6.3 **Grand Total (A + B + C + D + E)**

- \* Fully funded from other levels of government
- \*\* Partially funded from other levels of government
- \*\*\* Fully funded by additional revenue
- \*\*\*\* Included in Budget Direction R 226-2023

**2024 Proposed Operating and Capital Budget  
Attachment D - Tax Supported Operating Budget Summary (Net)  
(In \$000s)**

	<b>2023 Approved</b>	<b>2024 Base</b>	<b>One Time</b>	<b>2024 Proposed</b>
<b><u>REVENUES</u></b>				
<b>TAXATION REVENUE</b>				
Municipal Taxes and Payments in Lieu	218,376.3	231,680.7	-	231,680.7
Institutional Levies	72.1	72.1	-	72.1
University & College Levies	682.3	682.3	-	682.3
Supplementary Taxes	1,000.0	1,000.0	-	1,000.0
Total Taxation Revenue	<u>220,130.7</u>	<u>233,435.1</u>	-	<u>233,435.1</u>
<b>FEDERAL GRANTS</b>				
Canada Community Building Fund	<u>7,142.3</u>	<u>7,142.3</u>	-	<u>7,142.3</u>
<b>PROVINCIAL GRANTS</b>				
Ontario Community Infrastructure Fund (OCIF)	10,000.0	10,000.0	-	10,000.0
Ontario Municipal Partnership Fund (OMPF)	20,773.5	21,061.5	-	21,061.5
Total Provincial Grants	<u>30,773.5</u>	<u>31,061.5</u>	-	<u>31,061.5</u>
<b>OTHER REVENUE</b>				
Casino - Share of Revenues	2,799.9	2,800.0	-	2,800.0
Penalties & Interest on Taxes	3,000.0	3,075.0	-	3,075.0
Local Improvements	98.0	70.0	-	70.0
Sundry Revenues	1,382.5	1,341.4	-	1,341.4
Tbaytel Dividend	18,000.0	19,000.0	-	19,000.0
Thunder Bay Hydro Corporation	10,000.0	-	-	-
Thunder Bay Hydro Corporation - Interest	-	750.0	-	750.0
Synergy North - Dividend	295.5	-	-	-
Synergy North - Solar Dividend	40.0	40.0	-	40.0
Administrative Recoveries	3,685.8	3,902.4	-	3,902.4
Municipal Accommodation Tax	2,300.0	2,900.0	-	2,900.0
Transfer from Land Development Account	300.0	300.0	-	300.0
Contribution from Stabilization Reserve Fund - One Time	2,476.8	-	2,934.7	2,934.7
Contribution from WSIB Reserve Fund - One Time	-	-	-	-
Contribution from Vested Property Reserve Fund	1,000.0	-	-	-
Total Other Revenue	<u>45,378.5</u>	<u>34,178.8</u>	<u>2,934.7</u>	<u>37,113.5</u>
<b>TOTAL TAXATION, GRANTS AND OTHER REVENUE</b>	<u><u>303,425.0</u></u>	<u><u>305,817.7</u></u>	<u><u>2,934.7</u></u>	<u><u>308,752.4</u></u>

**2024 Proposed Operating and Capital Budget**  
**Attachment D - Tax Supported Operating Budget Summary (Net)**  
(In \$000s)

<b>EXPENDITURES</b>	Approved 2023	2024 Base	Expansions	User Fees	Reductions	2024 Revised Base	2024 Increase (Decrease)	One Time	Total 2024 Request	Total 2024 Change
<b>Mayor and Council</b>										
Mayor's Office	326.8	328.6	38.3	-	-	366.9	12.3%	-	366.9	12.3%
City Council	885.8	888.5	-	-	(25.0)	863.5	(2.5)%	-	863.5	(2.5)%
	1,212.6	1,217.1	38.3	-	(25.0)	1,230.4	1.5%	-	1,230.4	1.5%
<b>City Manager's Office</b>										
City Manager's Office	620.3	653.7	-	-	-	653.7	5.4%	-	653.7	5.4%
Strategic Initiatives & Engagement	1,857.7	2,093.4	20.0	-	-	2,113.4	13.8%	-	2,113.4	13.8%
Office of the City Clerk	2,221.5	2,232.1	14.4	(5.1)	(16.0)	2,225.4	0.2%	-	2,225.4	0.2%
Municipal Election	1.4	-	-	-	-	-	(100.0)%	-	-	(100.0)%
City Solicitor and Corporate Counsel	1,369.2	1,355.5	-	-	-	1,355.5	(1.0)%	-	1,355.5	(1.0)%
Human Resources & Corporate Safety	4,201.5	4,115.2	-	-	-	4,115.2	(2.1)%	138.4	4,253.6	1.2%
	10,271.6	10,449.9	34.4	(5.1)	(16.0)	10,463.2	1.9%	138.4	10,601.6	3.2%
<b>Community Services</b>										
General Manager's Office	346.7	347.9	-	-	-	347.9	0.3%	-	347.9	0.3%
Central Support Services	3,262.7	3,034.6	-	(8.4)	(157.3)	2,868.9	(12.1)%	-	2,868.9	(12.1)%
Facilities Services	942.5	776.8	-	-	(0.1)	776.7	(17.6)%	-	776.7	(17.6)%
Fleet Services	545.1	502.8	-	-	-	502.8	(7.8)%	-	502.8	(7.8)%
Transit Services	13,493.3	14,302.4	66.0	(293.3)	(102.9)	13,972.2	3.5%	-	13,972.2	3.5%
Recreation & Culture	10,167.4	10,648.0	89.8	(205.6)	(333.2)	10,199.0	0.3%	222.8	10,421.8	2.5%
Pioneer Ridge, Long Term Care & Senior Services	5,585.1	5,559.8	(564.3)	(23.7)	-	4,971.8	(11.0)%	190.0	5,161.8	(7.6)%
	34,342.8	35,172.3	(408.5)	(531.0)	(593.5)	33,639.3	(2.0)%	412.8	34,052.1	(0.8)%
<b>Corporate Services</b>										
General Manager's Office	475.4	421.5	77.9	-	-	499.4	5.0%	-	499.4	5.0%
Office of the City Treasurer	3,210.9	3,368.8	-	-	(72.6)	3,296.2	2.7%	20.0	3,316.2	3.3%
Corporate Information Technology	3,851.3	3,403.7	835.1	-	-	4,238.8	10.1%	(0.1)	4,238.7	10.1%
Internal Audit	339.6	356.9	-	-	(86.7)	270.2	(20.4)%	50.0	320.2	(5.7)%
Revenue	430.8	377.2	48.0	(134.1)	(27.3)	263.8	(38.8)%	(25.0)	238.8	(44.6)%
Licensing & Enforcement	1,528.5	1,579.6	-	-	(79.6)	1,500.0	(1.9)%	-	1,500.0	(1.9)%
Superior North EMS	12,626.2	12,716.7	80.6	-	(24.5)	12,772.8	1.2%	(75.0)	12,697.8	0.6%
	22,462.7	22,224.4	1,041.6	(134.1)	(290.7)	22,841.2	1.7%	(30.1)	22,811.1	1.6%
<b>Infrastructure, Development &amp; Operations</b>										
Central Support	1,825.2	1,662.6	-	-	(55.7)	1,606.9	(12.0)%	-	1,606.9	(12.0)%
Engineering	2,797.6	2,619.5	-	(32.0)	(4.0)	2,583.5	(7.7)%	-	2,583.5	(7.7)%
Roads	16,643.4	16,913.8	243.4	-	(240.2)	16,917.0	1.6%	-	16,917.0	1.6%
Solid Waste & Diversion	6,813.7	6,955.1	589.8	(5.2)	(924.0)	6,615.7	(2.9)%	2,457.0	9,072.7	33.2%
Parks & Open Spaces	9,517.9	9,556.8	85.2	(107.6)	(83.2)	9,451.2	(0.7)%	-	9,451.2	(0.7)%
Development Services	2,491.7	2,665.9	-	-	(65.0)	2,600.9	4.4%	(87.5)	2,513.4	0.9%
Thunder Bay Fire Rescue	32,676.8	32,640.6	-	-	-	32,640.6	(0.1)%	100.0	32,740.6	0.2%
	72,766.3	73,014.3	918.4	(144.8)	(1,372.1)	72,415.8	(0.5)%	2,469.5	74,885.3	2.9%
<b>Total Departments</b>	<b>141,056.0</b>	<b>142,078.0</b>	<b>1,624.2</b>	<b>(815.0)</b>	<b>(2,297.3)</b>	<b>140,589.9</b>	<b>(0.3)%</b>	<b>2,990.6</b>	<b>143,580.5</b>	<b>1.8%</b>



**2024 Proposed Operating and Capital Budget  
Attachment D - Tax Supported Operating Budget Summary (Net)  
(In \$000s)**

<b>EXPENDITURES</b>	Approved 2023	2024 Base	Expansions	User Fees	Reductions	2024 Revised Base	2024 Increase (Decrease)	One Time	Total 2024 \$ Request	Total 2024 % Change
<b>General Corporate Expenditures</b>										
<i>Contributions to Community Groups/Organizations</i>										
<i>Grant Programs</i>										
Sustaining	2,688.6	2,717.6	96.5	-	-	2,814.1	4.7%	94.5	2,908.6	8.2%
Operating	188.0	190.9	-	-	-	190.9	1.5%	-	190.9	1.5%
Projects	47.6	47.6	-	-	-	47.6	0.0%	-	47.6	0.0%
	<u>2,924.2</u>	<u>2,956.1</u>	<u>96.5</u>	<u>-</u>	<u>-</u>	<u>3,052.6</u>	<u>4.4%</u>	<u>94.5</u>	<u>3,147.1</u>	<u>7.6%</u>
<i>Corporate Expenditures</i>										
Debenture Debt Charges	13,653.2	10,282.4	-	-	-	10,282.4	(24.7)%	-	10,282.4	(24.7)%
Insurance Claims	1,220.2	1,231.4	-	-	-	1,231.4	0.9%	-	1,231.4	0.9%
Legal Fees	1,000.4	1,100.0	-	-	-	1,100.0	10.0%	-	1,100.0	10.0%
Property Assessment (MPAC)	1,311.2	1,324.3	-	-	-	1,324.3	1.0%	-	1,324.3	1.0%
Tax write-offs and Legislated Rebates	3,562.4	3,418.0	-	-	-	3,418.0	(4.1)%	-	3,418.0	(4.1)%
Other General Financial Expenditures	2,049.0	10,088.6	-	-	-	10,088.6	392.4%	-	10,088.6	392.4%
	<u>22,796.4</u>	<u>27,444.7</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>27,444.7</u>	<u>20.4%</u>	<u>-</u>	<u>27,444.7</u>	<u>20.4%</u>
<i>Corporate Human Relations Expenditures</i>										
Early Leave, Death, & Retiree Benefits	1,837.4	2,070.8	-	-	-	2,070.8	12.7%	-	2,070.8	12.7%
General Human Relations Expenditures	374.5	439.2	-	-	-	439.2	17.3%	-	439.2	17.3%
	<u>2,211.9</u>	<u>2,510.0</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,510.0</u>	<u>13.5%</u>	<u>-</u>	<u>2,510.0</u>	<u>13.5%</u>
<i>Provisions to Operating Reserve Funds</i>										
Community Economic Development Commission	200.0	200.0	-	-	-	200.0	0.0%	-	200.0	0.0%
Election	150.0	150.0	-	-	-	150.0	0.0%	-	150.0	0.0%
Stabilization	-	250.0	-	-	-	250.0	0.0%	-	250.0	0.0%
WSIB	250.0	250.0	-	-	-	250.0	0.0%	-	250.0	0.0%
	<u>600.0</u>	<u>850.0</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>850.0</u>	<u>41.7%</u>	<u>-</u>	<u>850.0</u>	<u>41.7%</u>
<b>Total General Corporate Expenditures</b>	<b>28,532.5</b>	<b>33,760.8</b>	<b>96.5</b>	<b>-</b>	<b>-</b>	<b>33,857.3</b>	<b>18.7%</b>	<b>94.5</b>	<b>33,951.8</b>	<b>19.0%</b>

**2024 Proposed Operating and Capital Budget  
Attachment D - Tax Supported Operating Budget Summary (Net)  
(In \$000s)**

<b>EXPENDITURES</b>	Approved 2023	2024 Base	Expansions	User Fees	Reductions	2024 Revised Base	2024 Increase (Decrease)	One Time	Total 2024 Request	Total 2024 Change
<b>Boards and Agencies</b>										
<i>Legislated Levies to Outside Boards &amp; Agencies</i>										
District Social Services Administration Board Levy	17,332.5	17,814.5	-	-	-	17,814.5	2.8%	-	17,814.5	2.8%
Lakehead Region Conservation Authority	1,641.7	1,697.1	-	-	-	1,697.1	3.4%	-	1,697.1	3.4%
Thunder Bay District Health Unit	2,777.6	2,860.9	-	-	-	2,860.9	3.0%	-	2,860.9	3.0%
<i>Other Boards</i>										
Community Economic Development Commission (CEDC)	2,844.8	2,837.2	-	-	-	2,837.2	(0.3)%	-	2,837.2	(0.3)%
CEDC - Municipal Accommodation Tax	1,150.0	1,450.0	-	-	-	1,450.0	26.1%	-	1,450.0	26.1%
Parking Authority	10.2	382.2	-	(382.0)	-	0.2	(98.0)%	-	0.2	(98.0)%
Thunder Bay Public Library	6,633.8	6,929.1	-	-	-	6,929.1	4.5%	-	6,929.1	4.5%
Thunder Bay Police Services Board	719.2	889.9	-	-	-	889.9	23.7%	75.0	964.9	34.2%
Thunder Bay Police Service Operations	52,211.1	54,679.9	462.0	-	(441.6)	54,700.3	4.8%	(225.4)	54,474.9	4.3%
Victoriaville Centre	603.4	575.4	-	-	(274.8)	300.6	(50.2)%	-	300.6	(50.2)%
Victoria Avenue BIA	57.5	60.0	-	-	-	60.0	4.3%	-	60.0	4.3%
Waterfront District BIA	91.5	113.0	-	-	-	113.0	23.5%	-	113.0	23.5%
<b>Total Boards &amp; Agencies</b>	<b>86,073.3</b>	<b>90,289.2</b>	<b>462.0</b>	<b>(382.0)</b>	<b>(716.4)</b>	<b>89,652.8</b>	<b>4.2%</b>	<b>(150.4)</b>	<b>89,502.4</b>	<b>4.0%</b>
<b>Total Departments, Boards &amp; Agencies</b>	<b>227,129.3</b>	<b>232,367.2</b>	<b>2,086.2</b>	<b>(1,197.0)</b>	<b>(3,013.7)</b>	<b>230,242.7</b>	<b>1.4%</b>	<b>2,840.2</b>	<b>233,082.9</b>	<b>2.6%</b>
<b>TOTAL OPERATIONS</b>	<b>255,661.8</b>	<b>266,128.0</b>	<b>2,182.7</b>	<b>(1,197.0)</b>	<b>(3,013.7)</b>	<b>264,100.0</b>	<b>3.3%</b>	<b>2,934.7</b>	<b>267,034.7</b>	<b>4.4%</b>
<b>Net Capital Financed by the Tax Levy</b>										
City Departments	19,154.3	26,414.6	-	-	-	26,414.6	37.9%	-	26,414.6	37.9%
Outside Boards	3,007.6	3,675.8	-	-	-	3,675.8	22.2%	-	3,675.8	22.2%
Capital Financed by the Tax Levy (before EIRP)	22,161.9	30,090.4	-	-	-	30,090.4	35.8%	-	30,090.4	35.8%
Enhanced Infrastructure Renewal Program (EIRP)	8,107.4	8,440.6	-	-	-	8,440.6	4.1%	-	8,440.6	4.1%
Debenture Financing	(12,004.4)	(18,348.6)	-	-	-	(18,348.6)	52.8%	-	(18,348.6)	52.8%
<b>Net Capital Financed by the Tax Levy</b>	<b>18,264.9</b>	<b>20,182.4</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,182.4</b>	<b>10.5%</b>	<b>-</b>	<b>20,182.4</b>	<b>10.5%</b>
<b>Contributions to Reserve Funds Supported by the Tax Levy</b>										
Corporate Information Technology	700.0	700.0	-	-	-	700.0	0.0%	-	700.0	0.0%
Clean, Green and Beautiful	216.5	220.8	-	-	-	220.8	2.0%	-	220.8	2.0%
Community Partnership	250.0	100.0	-	-	-	100.0	(60.0)%	-	100.0	(60.0)%
Capital General	10,000.0	-	-	-	-	-	(100.0)%	1,732.7	1,732.7	(82.7)%
Municipal Accommodation Tax	1,150.0	1,450.0	-	-	-	1,450.0	26.1%	-	1,450.0	26.1%
Recreational Trails	39.5	39.5	-	-	-	39.5	0.0%	-	39.5	0.0%
Renew Thunder Bay	-	150.0	-	-	-	150.0	0.0%	-	150.0	100.0%
<b>Contributions to Reserve Funds Supported by the Tax Levy</b>	<b>12,356.0</b>	<b>2,660.3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,660.3</b>	<b>(78.5)%</b>	<b>1,732.7</b>	<b>4,393.0</b>	<b>(64.4)%</b>
<b>Provisions to Obligatory Capital Reserve Funds</b>										
Canada Community Building Fund	7,142.3	7,142.3	-	-	-	7,142.3	0.0%	-	7,142.3	0.0%
Ontario Community Infrastructure Fund	10,000.0	10,000.0	-	-	-	10,000.0	0.0%	-	10,000.0	0.0%
<b>Contribution to Obligatory Capital Reserve Funds</b>	<b>17,142.3</b>	<b>17,142.3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,142.3</b>	<b>0.0%</b>	<b>-</b>	<b>17,142.3</b>	<b>0.0%</b>
<b>TOTAL BUDGET (NET)</b>	<b>303,425.0</b>	<b>306,113.0</b>	<b>2,182.7</b>	<b>(1,197.0)</b>	<b>(3,013.7)</b>	<b>304,085.0</b>	<b>0.2%</b>	<b>4,667.4</b>	<b>308,752.4</b>	<b>1.8%</b>

Due to rounding, the sum of the Divisional Recap reports may not add precisely to the totals on this page.

**2024 Proposed Operating and Capital Budget**  
**Attachment E - Tax Supported Capital Budget Summary with Sources of Financing**  
(In \$000's)

	2023 Approved Capital		2024 Proposed Capital				Total Funding	Net
	Gross	Net	Gross	Grants	Reserve	Other*		
General - Clean Green and Beautiful Mayor & Council	220.0	-	220.0	-	220.0	-	220.0	-
City Manager's Office	-	-	-	-	-	-	-	-
Community Services	849.0	349.0	3,701.5	-	-	-	-	3,701.5
Corporate Services	10,223.6	5,701.9	10,095.8	2,388.1	1,289.6	1,535.1	5,212.8	4,883.0
Infrastructure, Development & Operations	5,878.6	1,389.2	2,168.5	-	1,318.5	-	1,318.5	850.0
Enhanced Infrastructure Renewal Program (EIRP)	38,217.6	11,714.2	50,101.7	7,805.8	25,315.8	-	33,121.6	16,980.1
Total City Departments	8,107.4	8,107.4	8,440.6					8,440.6
	63,496.1	27,261.7	74,728.1	10,193.8	28,144.0	1,535.1	39,872.9	34,855.2
Boards and Agencies	3,448.6	3,007.6	5,164.7	-	164.7	1,324.2	1,488.9	3,675.8
Total Capital Budget before Debenture Financing	66,944.7	30,269.3	79,892.8	10,193.8	28,308.7	2,859.3	41,361.8	38,531.0
Debenture Financing - Annual Borrowing		(7,284.4)						(7,648.6)
Debenture Financing - Special		(4,720.0)						(10,700.0)
Net Capital Financed by the Tax Levy		18,264.9						20,182.4

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

2024 Proposed Operating and Capital Budget  
Attachment F - Tax Supported Enhanced Infrastructure Renewal Program (EIRP) Summary  
(In \$000's)

		2024 Proposed Budget
<b>Infrastructure &amp; Operations</b>		
<i>Pavement Rehabilitation</i>	Asphalt - Miscellaneous Patching	550.0
	Guide Rails / Retaining Walls	50.0
	Surface and Crack Sealing	200.0
	Railway Crossing Improvements	40.0
	Asphalt - Enhanced Pavement Management	182.0
	Enhanced Residential Road Work	50.0
	Hot-In-Place Asphalt Recycling	50.0
	Balmoral Street - Cameron Street to Floodway	50.0
	Harbour Expressway - Fort William Road to Memorial Avenue	50.0
	Memorial Avenue - Harbour Expressway to Isabel Street	50.0
	Edward Street - Victoria Avenue W to Riverview Drive W	40.0
	Mapleward Road - Landfill to Oliver Road	50.0
	Simpson Street - Rowand Street to Dease Street	50.0
	Dease Street - May Street N to Simpson Street	50.0
	Current Avenue, Current Bay & Richard Street	15.0
	Poplar Avenue	50.0
	Arthur Street - Mountdale Avenue to James Street S	50.0
	Surface Treatment	20.0
<b>Total Pavement Rehabilitation</b>		<b>1,597.0</b>
<i>Road Network Improvements</i>	City Road and James Street Intersection	90.0
	Rural Roads Granular Upgrades	125.0
<b>Total Road Network Improvements</b>		<b>215.0</b>
<i>Sidewalks</i>	Sidewalk Rehab Alternatives	64.3
	Elm Street - House 113 to Cottonwood Crescent	10.0
	County Boulevard - Perth Crescent to East Avenue	10.0
	Donald Street E - Edward Street S to Oakwood Street	25.0
	Valleywood Crescent - Fassina Street	20.0
	Frederica Street W - Home Avenue to James Street S	95.1
<b>Total Sidewalks</b>		<b>224.4</b>
<i>Storm Water Management</i>	Rehabilitation/Replacement Unspecified	22.2
	Storm Sewer Inspections	200.0
	Outfall Repairs	25.0
	Low Impact Development Stormwater Facilities	25.0
	Wasco Drive	24.0
	Burwood Road - Central Avenue to Oliver Road	30.0
	Central Avenue - Burwood Road to Golf Links Road	30.0
<b>Total Storm Water Management</b>		<b>356.2</b>
<i>Parks</i>	Lighting and Electrical Upgrading	255.0
	Parks Upgrades and Maintenance	90.0
	Playground Equipment & Structures	180.0
	Parking Lots and Access Roads	985.2
	Priority Infrastructure Renewal	180.8
	Baseball Diamonds	70.0
	Tennis & Pickleball Courts	25.0
	Soccer Fields	30.0
	Bleacher Seat & Bench Replacement	20.0
	Trail Reconstruction	300.0
	Emerald Ash Borer (EAB) Response	400.0
<b>Total Parks</b>		<b>2,536.0</b>

**2024 Proposed Operating and Capital Budget**  
**Attachment F - Tax Supported Enhanced Infrastructure Renewal Program (EIRP) Summary**  
(In \$000's)

		<b>2024 Proposed Budget</b>
<i>Streetlighting/Traffic Signals</i>	Riverview Drive - James Street N to Arthur Street W	20.0
	Chapples Drive Loop Underground	100.0
	Wasco Drive	15.0
	Dease Street - May Street to Simpson Street	75.0
	Poplar Avenue	80.0
	Controller Upgrading Program	110.0
	Intersection Partial Rebuilds	25.0
	Memorial Avenue & John Street Signal Rebuild	50.0
	Traffic Signal Communications	1,000.0
	<b><i>Total Traffic Signals</i></b>	<b><i>1,475.0</i></b>
<i>Construction Services</i>	Corporate Facilities	558.0
	Operational Facilities	532.0
	Arena & Stadia Facilities	539.0
	Community Centre Facilities	49.0
	Fire Hall Facilities	22.0
	Parks Facilities	67.0
	Canada Games Complex	270.0
<b><i>Total Construction Services</i></b>	<b><i>2,037.0</i></b>	
<b>Total Proposed 2024 EIRP</b>		<b>8,440.6</b>

**2024 Proposed Operating and Capital Budget**  
**Attachment G - Rate Supported Operating Budget Summary (Net)**  
(In \$000s)

	Approved 2023	2024 Base	Expansions	User Fees	Reductions	2024 Revised Base	2024 Increase (Decrease)	One Time	Total 2024 \$ Request	Total 2024 % Change
<b>Infrastructure &amp; Operations</b>										
Solid Waste - Landfill Operations	(317.8)	498.7	-	(112.5)	-	386.2	(221.5)%	(750.0)	(363.8)	14.5%
Wastewater	(4,421.0)	(3,900.0)	13.6	(817.5)	-	(4,703.9)	6.4%	-	(4,703.9)	6.4%
Waterworks	(7,713.4)	(6,771.3)	14.2	(1,009.0)	-	(7,766.1)	0.7%	-	(7,766.1)	0.7%
Boater Services	(139.7)	(128.6)	-	(23.5)	-	(152.1)	8.9%	-	(152.1)	8.9%
<b>Total Infrastructure &amp; Operations</b>	<b>(12,591.9)</b>	<b>(10,301.2)</b>	<b>27.8</b>	<b>(1,962.5)</b>	<b>-</b>	<b>(12,235.9)</b>	<b>(2.8)%</b>	<b>(750.0)</b>	<b>(12,985.9)</b>	<b>3.1%</b>
<b>Total Departments</b>	<b>(12,591.9)</b>	<b>(10,301.2)</b>	<b>27.8</b>	<b>(1,962.5)</b>	<b>-</b>	<b>(12,235.9)</b>	<b>(2.8)%</b>	<b>(750.0)</b>	<b>(12,985.9)</b>	<b>3.1%</b>
<b>TOTAL OPERATIONS</b>	<b>(12,591.9)</b>	<b>(10,301.2)</b>	<b>27.8</b>	<b>(1,962.5)</b>	<b>-</b>	<b>(12,235.9)</b>	<b>(2.8)%</b>	<b>(750.0)</b>	<b>(12,985.9)</b>	<b>3.1%</b>
<b>Net Capital</b>										
Solid Waste (Landfill)	1,824.4	-	-	-	-	-	(100.0)%	-	-	(100.0)%
Wastewater	6,555.6	6,812.7	-	-	-	6,812.7	3.9%	-	6,812.7	3.9%
Waterworks	7,282.3	7,746.0	-	-	-	7,746.0	6.4%	-	7,746.0	6.4%
Boater Services	60.0	60.0	-	-	-	60.0	0.0%	-	60.0	0.0%
<b>Net Capital</b>	<b>15,722.3</b>	<b>14,618.7</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14,618.7</b>	<b>(7.0)%</b>	<b>-</b>	<b>14,618.7</b>	<b>(7.0)%</b>
<i>Provisions to(from) Reserve Funds</i>										
Landfill Reserve fund	(1,506.6)	(498.7)	-	112.5	-	(386.2)	(74.4)%	750.0	363.8	(124.1)%
Sewer Rate Reserve Fund	(2,134.6)	(2,912.7)	(13.6)	817.5	-	(2,108.8)	(1.2)%	-	(2,108.8)	(1.2)%
Waterworks Reserve Fund	431.1	(974.7)	(14.2)	1,009.0	-	20.1	(95.3)%	-	20.1	(95.3)%
Marina Reserve Fund	79.7	68.6	-	23.5	-	92.1	15.6%	-	92.1	15.6%
	<b>(3,130.4)</b>	<b>(4,317.5)</b>	<b>(27.8)</b>	<b>1,962.5</b>	<b>-</b>	<b>(2,382.8)</b>	<b>(23.9)%</b>	<b>750.0</b>	<b>(1,632.8)</b>	<b>(47.8)%</b>
<b>TOTAL BUDGET (NET)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

*Due to rounding, the sum of the Divisional Recap reports may not add precisely to the totals on this page.*

**2024 Proposed Operating and Capital Budget**  
**Attachment H - Rate Supported Capital Budget Summary with Sources of Financing**  
(In \$000s)

	Approved 2023 Capital		Proposed 2024 Capital				
	Gross	Net from Reserve Funds	Gross	Grants	Other	Debenture	Net from Reserve Funds
<b>Infrastructure, Development &amp; Operations</b>							
Solid Waste (Landfill)	1,824.4	1,824.4	1,819.4	-	499.4	1,320.0	-
Wastewater (Sewer)	11,243.6	6,555.6	10,612.7	800.0	-	3,000.0	6,812.7
Waterworks	11,482.3	7,282.3	12,346.0	-	-	4,600.0	7,746.0
Prince Arthur's Landing - Boater Services	60.0	60.0	60.0	-	-	-	60.0
<b>Total Gross and Net Capital</b>	<b>24,610.3</b>	<b>15,722.3</b>	<b>24,838.1</b>	<b>800.0</b>	<b>499.4</b>	<b>8,920.0</b>	<b>14,618.7</b>

**2024 Proposed Operating and Capital Budget  
Attachment I - Reserve and Reserve Fund Activity**

Description	2024 Proposed Tax Supported Operating Budget		2024 Proposed Tax Supported Capital Budget Financing
	Contributions To	Transfers From	
<b>RESERVE FUNDS</b>			
55 Plus Centre		(50,000)	
Building Permit		(135,000)	(50,000)
Canada-Community Building Fund	7,142,300		(7,142,300)
Capital General	1,732,700	(1,500,000)	(6,600,000)
CEDC Project	200,000		
Clean, Green and Beautiful	220,800		(220,000)
Community Partnership	100,000		
Corporate Energy Innovation			(45,000)
Corporate Information Technology	705,500	(251,500)	(493,500)
Dedicated Gas Tax Fund	1,560,500		(703,600)
Fire Rescue Apparatus/Equipment	60,000		
Fuel Farm	21,000		
Indoor Turf Facility	2,669,300		
McKeller Mall	64,000		
Municipal Accommodation Tax	1,450,000	(1,683,000)	(16,100)
Ontario Community Infrastructure Fund	10,000,000		(10,000,000)
Parking (Rate Supported)	496,100		(164,700)
Pioneer Ridge Capital	83,300		
Positive Recreation Opportunities (PRO) for Kids	83,900	(113,200)	
Recreation & Culture Capital (**Proposed**)	40,000		
Recreational Trails	39,500		(39,500)
Renew Thunder Bay	150,000		(1,049,000)
Superior North EMS (SNEMS) Capital	1,230,500		(825,000)
Tournament Centre Capital	25,000		(50,000)
Waterfront Capital	25,000		
Whalen Building Capital	316,300		(390,000)
WSIB Benefits	250,000	(420,000)	
<b>RESERVES</b>			
Animal Control Donation		(25,000)	
Capital Expenditure			
Election	150,000		
Event Hosting	36,800	(1,031,800)	
Fleet & Equipment Replacement			(520,000)
Stabilization	250,000	(2,934,700)	
<b>Tax Supported Reserves and Reserve Funds</b>	<b>29,102,500</b>	<b>(8,144,200)</b>	<b>(28,308,700)</b>

Description	2024 Proposed Rate Supported Operating Budget		2024 Proposed Rate Supported Capital Budget Financing
	Contributions To	Transfers From	
<b>Rate Supported</b>			
Boater Services Capital (Rate Supported)	152,100		(60,000)
Solid Waste - Landfill (Rate Supported)	363,800		
Wastewater (Rate Supported)	4,703,200		(6,812,700)
Waterworks (Rate Supported)	7,765,000		(7,746,000)
<b>Total Rate Supported Reserve Funds</b>	<b>12,984,100</b>	<b>-</b>	<b>(14,618,700)</b>



**2024 Proposed Operating and Capital Budget**  
**Attachment J - Estimated Uncommitted Reserves and Reserve Funds**

	Estimated Uncommitted Balance 2024	2024 Budget		Estimated Uncommitted Balance 2024
		Contributions To	Transfers From	
<b>RESERVE FUNDS</b>				
<b>Tax Supported</b>				
55 Plus Centre	1,577,545		(50,000)	1,527,545
55 Plus Centre Food Program	16,303			16,303
55 Plus South Side Centre	141,749			141,749
Building Permit	1,734,606		(185,000)	1,549,606
Canada-Community Building Fund	702,040	7,142,300	(7,142,300)	702,040
Capital Arthur Street	100,609			100,609
Capital General	12,778,129	1,732,700	(8,100,000)	6,410,829
Capital Transit	4,316,083			4,316,083
CEDC Project	57,321	200,000		257,321
Clean, Green and Beautiful	302,250	220,800	(220,000)	303,050
Community Centres	36,231			36,231
Community Partnership	803,167	100,000		903,167
Corporate Energy Innovation	258,787		(45,000)	213,787
Corporate Information Technology	473,946	705,500	(745,000)	434,446
Dedicated Gas Tax Fund	832,399	1,560,500	(703,600)	1,689,299
Digital Parcel Mapping Database	11,366			11,366
Fire Rescue Apparatus/Equipment	425,518	60,000		485,518
Fire Training Centre Capital	22,586			22,586
Fort William Stadium	37,890			37,890
Fuel Farm	8,641	21,000		29,641
Hillcourt Estates Mobile Home Park	752,603			752,603
Indoor Turf Facility	-	2,669,300		2,669,300
McKeller Mall	365,905	64,000		429,905
MTO Capital Transit	124,219			124,219
Municipal Accommodation Tax	292,487	1,450,000	(1,699,100)	43,387
Ontario Community Infrastructure Fund	180,539	10,000,000	(10,000,000)	180,539
Ontario Municipal Commuter Cycling	109,351			109,351
Parkland Dedication	655,718			655,718
Pioneer Ridge Capital	2,446,586	83,300		2,529,886
Police Capital Projects	13,861			13,861
Positive Recreation Opportunities (PRO) for Kids	920,525	83,900	(113,200)	891,225
Post-Retirement Benefits	5,488,951			5,488,951
Recreation & Culture Capital (**Proposed**)	-	40,000		40,000
Recreational Trails	39,098	39,500	(39,500)	39,098
Renew Thunder Bay	15,207,191	150,000	(1,049,000)	14,308,191
Sick Pay Liability	2,091,167			2,091,167
Superior North EMS Capital	672,157	1,230,500	(825,000)	1,077,657
Thunder Bay Community Auditorium Capital	100,000			100,000
Tournament Centre Capital	270,558	25,000	(50,000)	245,558
Vested Property Rehabilitation	5,143,756			5,143,756
Victoriaville Centre Capital	69,494			69,494
Waterfront Capital	215,494	25,000		240,494
Whalen Building Capital	1,239,762	316,300	(390,000)	1,166,062
WSIB Benefits	3,183,872	250,000	(420,000)	3,013,872
<b>Total Tax Supported Reserve Funds</b>	<b>64,220,460</b>	<b>28,169,600</b>	<b>(31,776,700)</b>	<b>60,613,360</b>
<b>Rate Supported</b>				
Boater Services Capital	447,838			447,838
Parking	205,699	496,100	(164,700)	537,099
Solid Waste - Landfill	430,747			430,747
Wastewater	10,246,740			10,246,740
Waterworks	16,667,366			16,667,366
<b>Total Rate Supported Reserve Funds</b>	<b>27,998,390</b>	<b>496,100</b>	<b>(164,700)</b>	<b>28,329,790</b>
<b>TOTAL RESERVE FUNDS</b>	<b>92,218,850</b>	<b>28,665,700</b>	<b>(31,941,400)</b>	<b>88,943,150</b>
<b>RESERVES</b>				
Animal Control Donation	173,470		(25,000)	148,470
Election	276,863	150,000		426,863
Event Hosting	1,056,847	36,800	(1,031,800)	61,847
Fleet & Equipment Replacement	550,053		(520,000)	30,053
Insurance	2,120,768			2,120,768
Legal Fees	3,001,465			3,001,465
Stabilization	9,815,532	250,000	(2,934,700)	7,130,832
Tax Assessment Appeals	7,003,890			7,003,890
Winter Control Roads	1,335,459			1,335,459
Working Capital	4,300,000			4,300,000
<b>Total Reserves</b>	<b>29,634,347</b>	<b>436,800</b>	<b>(4,511,500)</b>	<b>25,559,647</b>
<b>Total Reserves and Reserve Funds</b>	<b>121,853,197</b>	<b>29,102,500</b>	<b>(36,452,900)</b>	<b>114,502,797</b>

\*Estimated Balances are unaudited and subject to change through 2023 year-end processes.