

# Memorandum

*Office of the City Clerk*  
**Fax:** 623-5468  
**Telephone:** 625-2230

---

**TO:** Members of Council  
**FROM:** Krista Power, City Clerk  
**DATE:** Monday, December 20, 2021  
**SUBJECT:** **Additional Information**  
**Committee of the Whole – Special Session (2022 Capital and Operating Budget)**

---

**COMMITTEE OF THE WHOLE – SPECIAL SESSION (2022 CAPITAL AND OPERATING BUDGET MEETINGS)**

**Additional Information**

1. Memorandum from Emma Westover, Director – Financial Services, dated December 20, 2021 attaching detailed agendas for January 18, 20, 26 and February 1, 2022 meetings, 2022 Budget Executive Summary, 2022 Tax Supported Operating and Capital Budget, and 2022 Rate Supported Operating & Capital Budget.
2. Memorandum from Emma Westover, Director – Financial Services, dated December 20, 2021 relative to 2022 Budget Executive Summary – Updated Pages 7, 8 & 9.
3. Memorandum from Emma Westover, Director – Financial Services, dated December 15, 2021 relative to 2022 estimated Reserves and Reserve Fund balances.
4. Memorandum from Emma Westover, dated January 4, 2022 attaching the 2022 Budget Community Handbook.
5. Confidential Memorandum from Kristie Sinclair, Accountant – Financial Services dated December 20, 2021 relative to Wage Contingency in 2022 Proposed Tax Supported Budget.  
**(Distributed separately to Members of Council and EMT)**

/kp

## MEMORANDUM

---

**TO:** Mayor & Council

**FROM:** Emma Westover, Director,  
Financial Services

**DATE:** December 20, 2021

**RE:** 2022 Budget Binder, Detailed Agendas

---

Enclosed, for your information is the 2022 budget binder, which includes the following:

Detailed Agendas – January 18, 20, 26 and February 1, 2022  
2022 Budget Executive Summary  
2022 Tax Supported Operating and Capital Budget  
2022 Rate Supported Operating and Capital Budget

The budget books will be available on the City's website on Tuesday January 4th, 2022 and a paper copy will be available at the Office of the City Clerk as well as at Brodie and Waverly Library locations. As a result, these documents and the information contained within are to be kept confidential until that time.

Thank you,

cc:

Norm Gale City Manager  
Executive Management Team  
Krista Power, City Clerk

**City of Thunder Bay**  
**Detailed Agenda - 2022 Tax & Rate Supported Operating & Capital Budgets Review**  
**January 18, 2022 - Special Committee of the Whole Meeting, 5:00 p.m.**

	<b>Tax Supported Section</b>	<b>Page Reference</b>
<b>OUTSIDE BOARDS TAB 7</b>		
Thunder Bay District Health Unit	Overview Budget Recap	7-5 7-6
Lakehead Region Conservation Authority	Overview Budget Recap	7-2 to 7-3 7-4
<b>CORPORATE SERVICES &amp; LONG TERM CARE TAB 4</b>	Overview	4-1 to 4-6
Operating	Budget Recap General Manager's Office Financial Services Revenue Corporate Information Technology Long Term Care & Senior Services User Fees	4-7 4-8 to 4-9 4-10 to 4-11 4-12 to 4-13 4-14 to 4-15 4-16 to 4-18 4-19
Capital	Capital Summary Long Term Care & Senior Services Financial Services Revenue Corporate Information Technology Capital Forecast	4-20 4-21 to 4-31 4-32 to 4-33 4-34 to 4-35 4-36 to 4-40 4-41 to 4-44
<b>GENERAL CORPORATE REVENUE &amp; EXPENDITURES</b>	<b>Executive Summary Section</b>	<b>Page Reference</b>
	Corporate Revenue Corporate Expenditures Capital Reserve Transfers	11 12 15

**City of Thunder Bay**  
**Detailed Agenda - 2022 Tax & Rate Supported Operating & Capital Budgets Review**  
**January 18, 2022 - Special Committee of the Whole Meeting, 5:00 p.m.**

	<b>Tax Supported Section</b>	<b>Page Reference</b>
<b>INFRASTRUCTURE &amp; OPERATIONS – TAX SUPPORTED TAB 6</b>	Overview	6-1 to 6-6
Operating	Budget Recap Central Support Engineering Roads Parks Solid Waste & Diversion - Tax Supported User Fee Schedule - Tax & Rate	6-7 6-8 to 6-9 6-10 to 6-11 6-12 to 6-13 6-14 to 6-16 6-17 to 6-18 6-19 to 6-25
Capital	Capital Summary Central Support Engineering Environment Parks Roads Capital Forecast	6-26 6-27 to 6-29 6-30 to 6-32 6-33 to 6-36 6-37 to 6-47 6-48 to 6-67 6-68 to 6-73

	<b>Rate Supported Section</b>	<b>Page Reference</b>
<b>INFRASTRUCTURE &amp; OPERATIONS – RATE SUPPORTED TAB 8</b>	Overview Budget Recap	8-1 to 8-6 8-7
<b>SOLID WASTE</b>	Operating Capital Capital Forecast	8-8 to 8-9 8-10 to 8-13 8-14
<b>WASTEWATER</b>	Operating Capital Capital Forecast	8-15 to 8-16 8-17 to 8-29 8-30
<b>WATERWORKS</b>	Operating Capital Capital Forecast	8-31 to 8-32 8-33 to 8-42 8-43

**City of Thunder Bay**  
**Detailed Agenda - 2022 Tax & Rate Supported Operating & Capital Budgets Review**  
**January 18, 2022 - Special Committee of the Whole Meeting, 5:00 p.m.**

	<b>Rate Supported Section</b>	<b>Page Reference</b>
<b>INFRASTRUCTURE &amp; OPERATIONS – RATE SUPPORTED (CONT'D) TAB 8</b>  <b>PRINCE ARTHUR’S LANDING – BOATER SERVICES</b>	Operating Capital Capital Forecast	8-44 to 8-45 8-46 to 8-47 8-48

**City of Thunder Bay**  
**Detailed Agenda - 2022 Tax & Rate Supported Operating & Capital Budgets Review**  
**January 20, 2022 - Special Committee of the Whole Meeting, 5:00 p.m.**

	<b>Tax Supported Section</b>	<b>Page Reference</b>
<b>OUTSIDE BOARDS TAB 7</b>		
The District of Thunder Bay Social Services Administration Board (DSSAB)	Budget Recap	7-1
Thunder Bay Public Library	Overview Budget Recap Capital Capital Forecast	7-51 to 7-54 7-55 7-56 to 7-61 7-62
Victoriaville Centre	Overview Budget Recap	7-63 7-64 to 7-65
Parking Authority	Overview Budget Recap User Fees Capital Capital Forecast	7-38 to 7-39 7-40 to 7-41 7-42 7-43 to 7-49 7-50
<b>COMMUNITY SERVICES TAB 3</b>	Overview	3-1 to 3-7
Operating	Budget Recap General Manager's Office Central Support Facilities, Fleet & Energy Management Transit Recreation & Culture User Fee Schedule	3-8 3-9 3-10 to 3-11 3-12 to 3-14 3-15 to 3-16 3-17 to 3-20 3-21 to 3-36
Capital	Capital Summary Central Support Recreation & Culture Facilities, Fleet & Energy Management Transit Capital Forecast	3-37 3-38 to 3-39 3-40 to 3-45 3-46 to 3-56 3-57 to 3-59 3-60 to 3-64

**City of Thunder Bay**  
**Detailed Agenda - 2022 Tax & Rate Supported Operating & Capital Budgets Review**  
**January 20, 2022 - Special Committee of the Whole Meeting, 5:00 p.m.**

	<b>Tax Supported Section</b>	<b>Page Reference</b>
<b>DEVELOPMENT &amp; EMERGENCY SERVICES TAB 5</b>	Overview	5-1 to 5-6
Operating	Budget Recap Support Services Community Strategies Building Services Licensing & Enforcement Planning Services Realty Services Whalen Building McKellar Mall Superior North EMS Thunder Bay Fire Rescue User Fees	5-7 5-8 5-9 to 5-10 5-11 5-12 to 5-14 5-15 to 5-16 5-17 5-18 5-19 5-20 to 5-21 5-22 to 5-23 5-24 to 5-34
Capital	Capital Summary Support Services Licensing & Enforcement Planning Services Superior North EMS Thunder Bay Fire Rescue Capital Forecast	5-35 5-36 to 5-37 5-38 to 5-40 5-41 to 5-44 5-45 to 5-49 5-50 to 5-55 5-56 to 5-62

**City of Thunder Bay**  
**Detailed Agenda - 2022 Tax & Rate Supported Operating & Capital Budgets Review**  
**January 26, 2022 - Special Committee of the Whole Meeting, 5:00 p.m.**

	<b>Tax Supported Section</b>	<b>Page Reference</b>
<b>OUTSIDE BOARDS TAB 7</b>		
Waterfront District BIA	Overview Budget Recap	7-69 to 7-71 7-72
Victoria Avenue BIA	Overview Budget Recap	7-66 to 7-67 7-68
Community Economic Development Commission	Overview Budget Recap Reserve Transfer ( <i>See Executive Summary Section</i> ) MAT Transfer ( <i>See Executive Summary Section</i> )	7-33 to 7-35 7-36 to 7-37 12  14
Thunder Bay Police Service Board	Budget Recap	7-7 to 7-8
Thunder Bay Police Service	Overview Budget Recap Capital Capital Forecast	7-9 to 7-11 7-12 to 7-13 7-14 to 7-31 7-32
<b>MAYOR &amp; COUNCIL &amp; GENERAL TAB 1</b>		
Operating	Budget Recap Mayor's Office City Council	1-1 1-2 1-3 to 1-4
Capital	Capital Summary Clean, Green and Beautiful Capital Forecast	1-5 1-6 to 1-8 1-9 to 1-10



**City of Thunder Bay**  
**Detailed Agenda - 2022 Tax & Rate Supported Operating & Capital Budgets Review**  
**January 26, 2022 - Special Committee of the Whole Meeting, 5:00 p.m.**

	<b>Tax Supported Section</b>	<b>Page Reference</b>
<b>CITY MANAGER’S OFFICE TAB 2</b>	Overview	2-1 to 2-5
Operating	Budget Recap City Manager’s Office Office of the City Clerk Municipal Election Strategic Initiatives & Engagement City Solicitor & Corporate Counsel Human Resources & Corporate Safety User Fee Schedule	2-6 2-7 2-8 to 2-9 2-10 to 2-11 2-12 to 2-13 2-14 2-15 to 2-16 2-17 to 2-18
Capital	Capital Summary City Manager’s Office Office of the City Clerk Strategic Initiatives & Engagement Capital Forecast	2-19 2-20 to 2-22 2-23 to 2-24 2-25 to 2-28 2-29 to 2-31

**City of Thunder Bay**  
**Detailed Agenda - 2022 Tax & Rate Supported Operating & Capital Budgets Review**  
**February 1, 2022 - Special Committee of the Whole Meeting, 5:00 p.m.**

<b>OVERALL BUDGET REVIEW AND DISCUSSION / OTHER COUNCIL AMENDMENTS</b>
<b>WRAP UP AND FINALIZATION</b>

## MEMORANDUM

---

**TO:** Mayor & Council

**FROM:** Emma Westover, Director,  
Financial Services

**DATE:** December 20, 2021

**RE:** 2022 Budget Executive Summary – **UPDATED pages 7, 8 and 9**  
Revised Summary of FTEs by Department & Revised Tax and Rate  
Complement Change

---

Please find attached a revised updated Summary of FTEs by Department, which replaces page 7 of the Executive Summary. The bottom chart on the page has been updated to reflect the removal of one-time COVID FTEs in the correct year. The total change in FTE remains unchanged.

Also attached is a revised Tax and Rate Complement Change 2021 to 2022 Proposed Budget, which replaces pages 8 and 9 of the Executive Summary. The FTE expansions for Community Strategies and Licensing and Enforcement had been incorrectly starred (\*\*) as being partially funded from other levels of government. In addition, the total has been adjusted for rounding.

Thank you,

cc:

Norm Gale City Manager  
Executive Management Team  
Krista Power, City Clerk

**Summary of FTEs by Department  
2021 to 2022 Proposed Budget**

	<b>2022 Proposed Complement</b>	<b>2021 Complement</b>	<b>Change 2021 to 2022</b>	
<b>DEPARTMENTS</b>	<b>TOTAL</b>	<b>TOTAL</b>	<b>Total FTE Change</b>	<b>% Change</b>
Mayor, Council & City Manager's Office	87.1	85.2	1.9	2.2%
Community Services	450.5	441.1	9.4	2.1%
Corporate Services & Long Term Care	319.0	301.4	17.6	5.8%
Development & Emergency Services	489.2	462.5	26.7	5.8%
Infrastructure & Operations - Tax	325.1	322.2	2.9	0.9%
Infrastructure & Operations - Rate	145.0	144.7	0.3	0.2%
<b>Total</b>	<b>1,815.9</b>	<b>1,757.1</b>	<b>58.8</b>	<b>3.3%</b>

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

**Excluding COVID-19 One Time FTEs**

	<b>2022 Proposed Complement</b>	<b>2021 Complement</b>	<b>Change 2021 to 2022</b>	
<b>DEPARTMENTS</b>	<b>TOTAL</b>	<b>TOTAL</b>	<b>Total FTE Change</b>	<b>% Change</b>
Mayor, Council & City Manager's Office	87.1	85.2	1.9	2.2%
Community Services	426.3	422.4	4.0	0.9%
Corporate Services & Long Term Care	316.5	286.7	29.8	10.4%
Development & Emergency Services	489.2	462.5	26.7	5.8%
Infrastructure & Operations - Tax	323.5	321.4	2.0	0.6%
Infrastructure & Operations - Rate	145.0	144.7	0.3	0.2%
<b>Total</b>	<b>1,787.5</b>	<b>1,722.9</b>	<b>64.7</b>	<b>3.8%</b>

**City of Thunder Bay**  
**Tax & Rate Complement Change 2021 to 2022 Proposed Budget**

The 2022 increase in FTE of 58.8 includes:

**Tax Supported:**

	<u>Covid-19</u>	<u>Non-Covid-19</u>
<u>2022 Expansions</u>		
-	-	0.7 City Manager's Office - Human Resources & Corporate Safety - Recruitment Consultant
-	-	1.0 Community Services - Facilities, Fleet & Asset Management - Driver Safety & Specialist
-	-	1.0 Community Services - Transit - Customer Service Specialist
- *	-	1.0 Community Services - Recreation & Culture - Youth Inclusion Program Navigator
-	-	0.1 Corporate Services & Long-Term Care - Financial Services - Storekeeper
-	-	1.0 Corporate Services & Long-Term Care - Corporate Information Technology - GIS Coordinator
-	-	1.0 Corporate Services & Long-Term Care - Corporate Information Technology - Manager of IT Delivery
- *	-	9.6 Corporate Services & Long-Term Care -Pioneer Ridge - PSW
- *	-	1.0 Corporate Services & Long-Term Care -Pioneer Ridge - Infection, Prevention & Control Coordinator
- *	-	4.3 Corporate Services & Long-Term Care -Pioneer Ridge - Therapeutic Recreationist
- *	-	0.4 Corporate Services & Long-Term Care - Jasper Place - Therapeutic Recreationist
- *	-	0.9 Corporate Services & Long-Term Care - Jasper Place - Support Services Worker
-	-	0.1 Corporate Services & Long-Term Care - Meals on Wheels Assistant
- *	-	11.8 Corporate Services & Long-Term Care -Resident Care Aide
-	-	0.8 Development & Emergency Services - Community Strategies - Policy & Research Analyst
-	-	2.0 Development & Emergency Services - Licensing & Enforcement - Municipal Law Enforcement Officers
-	-	1.0 Development & Emergency Services - Licensing & Enforcement -Field Enforcement Officer
-	-	1.0 Development & Emergency Services - Licensing & Enforcement -Dispatch Clerk
- **	-	0.6 Development & Emergency Services - EMS - Accounting & Records Assistant
- **	-	1.0 Development & Emergency Services - EMS - Superintendent
- **	-	0.3 Development & Emergency Services - EMS - Rural Primary Care Paramedic
- *	-	15.0 Development & Emergency Services - EMS - In year (2021) expansions as per R83_2021
- **	-	7.9 Development & Emergency Services - EMS - In year (2021) expansions as per R83_2021
-	-	0.2 Infrastructure & Operations - Roads - Labourer
-	-	0.9 Infrastructure & Operations - Parks - Park Worker
-	-	0.9 Infrastructure & Operations - Parks - Supervisor
-	-	<u>65.6</u>
<u>2022 Reductions</u>		
-	-	(0.6) Development & Emergency Services - Community Strategies - Students
-	-	(3.4) Development & Emergency Services - Fire - First Class FireFigher
-	-	(1.0) Development & Emergency Services - Fire - Fire Prevention Officer
-	-	<u>(5.0)</u>
<u>2022 One Time</u>		
-	-	0.2 City Manager's Office - Office of the City Clerk - Heritage Researcher
-	-	2.5 City Manager's Office - Municipal Elections - Election Staff
4.7	-	- Community Services - Central Support - Various ECE Positions
2.6	-	- Community Services - Recreation & Culture - Covid Screeners
- **	-	0.8 Community Services - Recreation & Culture - Community Engagement & Research Assistant
-	-	0.2 Community Services - Recreation & Culture - Ontario Winter Games Coordinator
17.2	-	- Community Services - Recreation & Culture - Covid Screeners / Cleaners
0.3	-	- Community Services - Recreation & Culture - Community Development Officer
0.1	-	- Community Services - Recreation & Culture - Custodian
(0.6)	-	- Community Services - Recreation & Culture - Event Attendants
1.0	-	- Corporate Services & Long-Term Care - Revenue - Court Services Clerk
0.5	-	- Corporate Services & Long-Term Care - Pioneer Ridge - Covid Tester
0.5	-	- Corporate Services & Long-Term Care - Pioneer Ridge - Meals on Wheels - Pandemic Support Worker
0.5	-	- Corporate Services & Long-Term Care - Jasper Place - Pandemic Support Worker
- *	-	0.7 Development & Emergency Services - Planning - Archeological Intern
-	-	1.0 Development & Emergency Services - Community Strategies - Anti-Racism / Respect Intern
1.1	-	- Infrastructure & Operations - Parks - Campground Operator
0.5	-	- Infrastructure & Operations - Parks - Labourer
<u>28.4</u>	-	<u>5.3</u>

**City of Thunder Bay**  
**Tax & Rate Complement Change 2021 to 2022 Proposed Budget**

2022 Other

-	(1.0)	City Manager's Office - Office of the City Clerk - Removal of prior year one-time
(9.1)	-	Community Services - Central Support - Various ECE Positions - Removal of prior year one-time
0.5	-	Community Services - Recreation & Culture - Box Office Coordinator - Reinstatement of hours after prior year one-time reduction
0.2	-	Community Services - Recreation & Culture - Special Events Officer - Reinstatement of hours after prior year one-time reduction
0.5	-	Community Services - Recreation & Culture - Parks Worker. - Reinstatement of hours after prior year one-time reduction
(11.4)	-	Community Services - Recreation & Culture - Covid Screeners / Cleaners - Removal of prior year one-time
(0.1)	-	Community Services - Recreation & Culture - Custodian - Removal of prior year one-time
0.6	-	Community Services - Recreation & Culture - Event Attendants - Reversal of prior year one-time reduction
1.0	-	Corporate Services & Long-Term Care - Revenue - Payment Processing Clerk - Reinstatement of hours after prior-year one-time reduction
(4.0)	-	Corporate Services & Long-Term Care - Jasper Place - Pandemic Support Worker - Removal of prior year one-time
(1.8)	-	Corporate Services & Long-Term Care - Meals on Wheels Pandemic Support Worker - Removal of prior year one-time
(10.0)	-	Corporate Services & Long-Term Care - Pioneer Ridge - Pandemic Support Worker - Removal of prior year one-time
1.4	-	Infrastructure & Operations - Central Support - Clerk - Reinstatement of hours after prior year one-time reduction
(1.0)	-	Infrastructure & Operations - Parks - Labourer - Removal of prior year one-time
(1.1)	-	Infrastructure & Operations - Parks - Campground Operator - Removal of prior year one-time
-	(0.4)	Rounding
<u>(34.2)</u>	<u>(1.4)</u>	
<b>Total Tax Supported</b>	<b>(5.9)</b>	<b>64.4</b>

**Rate Supported:**

2022 Expansions

-	0.1	Infrastructure & Operations - Boater Services - Park Worker
-	0.1	Infrastructure & Operations - Boater Services - Supervisor
-	<u>0.1</u>	Infrastructure & Operations - Wastewater - Student Labourer
<u>-</u>	<u>0.3</u>	

2022 Other

-	-
<u>-</u>	<u>-</u>
<b>Total Rate Supported</b>	<b>0.3</b>
<u>-</u>	<u>0.3</u>
<b>Total Complement Changes City Departments</b>	<b>(5.9)</b>
<u>(5.9)</u>	<u>64.7</u>
<b>Grand Total (COVID-19 + non-COVID-19)</b>	<b>58.8</b>
<u>58.8</u>	<u>58.8</u>

\* Fully funded from other levels of government

\*\* Partially funded from other levels of government



***Corporate Services &  
Long Term Care***

*Financial Services Division*

*807-625-2379*

*Emma.Westover@thunderbay.ca*

**MEMORANDUM**

---

**TO:** Mayor & Council

**FROM:** Emma Westover, Director  
Financial Services

**DATE:** December 15, 2021

**RE:** 2022 Estimated Reserve and Reserve Fund Balances

---

Attached is the Estimated Uncommitted Reserve and Reserve Fund Balance as at December 31, 2021 and December 31, 2022. The listing also discloses the proposed 2022 Budgeted Contributions and Expenditures.

Thank you,

cc:

Norm Gale, City Manager  
Executive Management Team  
Krista Power, City Clerk

**City of Thunder Bay  
Reserves and Reserve Fund Balances**

	Estimated Uncommitted at December 31, 2021	Proposed Budgeted Contributions 2022	Proposed Budgeted Expenditures 2022	Estimated Uncommitted at December 31, 2022
<b>TAX-SUPPORTED</b>				
<b><u>Operating</u></b>				
Animal Control Donations	174,198	4,000	25,000	153,198
Business Improvement Areas (Simpson St)	18,797	-	-	18,797
Building Permit	1,405,603	-	-	1,405,603
CEDC Project	119,562	-	-	119,562
Digital Parcel Mapping	10,789	-	-	10,789
Election Expense	457,631	135,000	454,800	137,831
Event Hosting	75,000	-	-	-
Fifty-Five Plus Centre Endowment	1,534,624	-	25,000	1,509,624
Insurance	2,963,602	-	-	2,963,602
Legal fees	2,850,806	-	-	2,850,806
Post-Retirement Benefits	5,209,482	-	-	5,209,482
PRO Kids	670,135	88,900	105,100	653,935
Sick Pay Liability	1,984,695	-	-	1,984,695
Stabilization	12,119,687	-	7,323,800	4,795,887
Tax Assessment Appeals	8,830,187	-	-	8,830,187
Winter Roads Maintenance	1,776,056	-	-	1,776,056
WSIB	2,879,469	250,000	-	3,129,469
<b>Total Operating</b>	<b>43,080,323</b>	<b>477,900</b>	<b>7,933,700</b>	<b>35,549,523</b>
<b><u>Capital</u></b>				
Arthur Street	95,486	-	-	95,486
Capital - General	3,879,627	250,000	3,310,000	819,627
Capital - Transit	4,181,473	-	35,200	4,146,273
CIT	2,315,209	740,300	412,100	2,643,409
Corporate Energy Innovation	459,368	-	50,000	409,368
Dedicated Gas Tax (obligatory)	771,353	1,560,500	2,056,084	275,769
Federal Gas Tax (obligatory)	6,625,812	6,844,700	13,424,700	45,812
Clean, Green and Beautiful	263,437	212,200	220,000	255,637
Community Partnerships	109,302	100,000	-	209,302
Community Centres	37,373	-	-	37,373
EMS Facility	178,570	-	-	178,570
EMS Vehicle & Equipment	268,998	867,500	855,000	281,498
Fifty-Five Plus Centre Food Program	48,900	-	-	48,900
Fifty-Five Plus Southside Centre	133,283	-	-	133,283
Fire Training Centre	52,874	-	-	52,874
Fire Equipment	325,813	100,000	-	425,813
Fort William Stadium	32,905	-	-	32,905
Fuel Farm	27,461	21,000	-	48,461
Hillcourt Estates Capital	714,287	-	-	714,287
Indoor Turf Facility	1,413,245	1,000,000	-	2,413,245
McKellar Mall Capital	225,273	64,000	-	289,273
MTO Transit Capital	151,302	-	-	151,302
Municipal Accommodation Tax	12,188	-	-	12,188
Ontario Community Infrastructure Fund (OCIF)	129,435	5,816,100	5,816,100	129,435
Ontario Municipal Cycling	1	-	-	1
Pioneer Ridge Structural Compliance	1,994,854	164,200	-	2,159,054
Police Capital Projects	13,157	-	-	13,157
Recreation Trails	28,403	39,500	39,500	28,403
Renew Thunder Bay	16,885,110	-	650,000	16,235,110
Subdivider's Contributions (obligatory)	450,439	-	-	450,439
Tournament Centre Capital	341,458	25,000	-	366,458
Vested Property Rehabilitation	5,830,948	-	-	5,830,948
Victoriaville	56,429	5,000	-	61,429
Waterfront	156,898	25,000	-	181,898
Whalen Building	962,922	205,000	-	1,167,922
<b>Total Capital</b>	<b>49,173,593</b>	<b>18,040,000</b>	<b>26,868,684</b>	<b>40,344,909</b>
<b>Total Reserve Funds</b>	<b>92,253,916</b>	<b>18,517,900</b>	<b>34,802,384</b>	<b>75,894,432</b>



City of Thunder Bay  
Reserves and Reserve Fund Balances

	Estimated Uncommitted at December 31, 2021	Proposed Budgeted Contributions 2022	Proposed Budgeted Expenditures 2022	Estimated Uncommitted at December 31, 2022
<b>Reserves</b>				
Equipment Replacement Reserve	607,562	-	540,000	67,562
Capital Carryforward Reserve	-	-	-	-
Working Capital	4,300,000	-	-	4,300,000
<b>TOTAL TAX-SUPPORTED</b>	<b>97,161,478</b>	<b>18,517,900</b>	<b>35,342,384</b>	<b>80,261,994</b>
<b>RATE-SUPPORTED</b>				
Landfill	2,256,777	1,239,500	460,900	3,035,377
Parking	509,800	-	509,000	800
Marina (Boater Services)	132,918	92,600	60,000	165,518
Sewer Rate (wastewater)	7,486,779	6,296,800	5,922,500	7,861,079
Waterworks	14,688,047	8,033,300	8,406,000	14,315,347
<b>TOTAL RATE-SUPPORTED</b>	<b>25,074,320</b>	<b>15,662,200</b>	<b>15,358,400</b>	<b>25,378,120</b>
<b>TOTAL RESERVES AND RESERVE FUNDS</b>	<b>122,235,798</b>	<b>34,180,100</b>	<b>50,700,784</b>	<b>105,640,114</b>



*Corporate Services &  
Long Term Care*

*Financial Services Division  
807-630-1280  
Emma.Westover@thunderbay.ca*

## MEMORANDUM

---

**TO:** Mayor & Council

**FROM:** Emma Westover, Director  
Financial Services

**DATE:** January 4, 2022

**RE:** 2022 Budget Community Handbook

---

Enclosed, for your information is the 2022 Budget Community Handbook.

The community handbook will be available online at [www.thunderbay.ca/getinvolved](http://www.thunderbay.ca/getinvolved) on Tuesday, January 4th, 2022 and a paper copy will be available by appointment at the Office of the City Clerk (call 625-2230 to schedule) as well as at Brodie and Waverly Library locations.

Thank you,

cc:

Norm Gale, City Manager  
Executive Management Team  
Krista Power, City Clerk



# BUDGET 2022

## Community Handbook



### The Budget & You

*City Council welcomes input from residents on the 2022 Budget:*

#### Public Pre-Budget Deputation Meeting

**Thursday, Jan. 13, 6:30 pm**

**Council Chambers**

**3rd Floor, City Hall, 500 Donald Street E**

*Interested residents are welcome to participate by providing a deputation via videoconference, telephone, City Hall lobby kiosk or by sending a letter to Council. Submit a request by emailing [officeofthecityclerk@thunderbay.ca](mailto:officeofthecityclerk@thunderbay.ca) or completing the 'Request to Speak before Council' online form on the City Council page at [thunderbay.ca](http://thunderbay.ca). On January 13th and February 3rd individuals and groups who wish to speak will have up to 10 minutes each.*

#### Important Budget Dates:

WHEN	WHAT	WHERE
Wednesday, Jan. 5	View the Community Handbook and the 2022 Budget	At the Office of the City Clerk - 1st Floor of City Hall (by appointment call 625-2230), Waverly or Brodie Library, or visit <a href="http://www.getinvolvedthunderbay.ca">www.getinvolvedthunderbay.ca</a>
Tuesday, Jan. 11	Long Term Financial Overview, 6:30 pm	Council Chambers, City Hall - Electronic Meeting*
Thursday, Jan. 13	Public Pre-Budget Deputation Meeting, 6:30 pm	Council Chambers, City Hall - Electronic Meeting*
Tuesday, Jan. 18 Thursday, Jan. 20 Wednesday, Jan. 26 Tuesday, Feb. 1	City Council reviews the Rate-Supported and Tax-Supported Budget, 5:00 pm	Council Chambers, City Hall - Electronic Meeting*
Thursday, Feb. 3	Public Post-Budget Deputation Meeting, 6:30 pm	Council Chambers, City Hall - Electronic Meeting*
Monday, Feb. 7	City Council ratifies the 2022 Budget subject to approval on Feb. 3, 6:30 pm	Council Chambers, City Hall - Electronic Meeting*

\* Council Chambers gallery is closed to the public due to COVID-19 restrictions but meetings are broadcast live on Shaw Spotlight Channel 10, Tbaytel Digital TV on Channel 110 and video streamed live and archived at: [www.thunderbay.ca/councillive](http://www.thunderbay.ca/councillive)

# BUDGET 2022 - Community Handbook

---

**T**he Budget is much more than dollars and cents. It directly impacts you through your services and is a tool to realize the community's goals. Each time you call the Police, your garbage is collected, your roads and sidewalks are plowed, and you attend the Library, you are witnessing your tax dollars at work.

The City regularly faces the challenge of determining the right balance of services to meet the needs of today and tomorrow. Each year, we take a serious look at the services we provide, how much they cost, and how they are paid for.

The City strives to provide a balance of services that improves our quality of life and supports our economy in a responsible manner.

## What are the Components of the Net Tax Supported Budget?

In 2022, the tax-supported municipal budget is proposed to be \$450.2 million gross and \$280.6 million net. This includes services for public safety, public works maintenance, social services and parks and recreation programming. Excluding the expected impact of COVID-19, which is proposed to be paid for by a reserve fund, for each \$1,000 of the net tax supported budget the following services are provided:

Public Safety (Police, Fire, Ambulance)	\$371.30
Public Works (ex. Roads, Transit, Waste Collection)	\$197.95
Parks & Recreation	\$85.92
Administration (Includes City Council)	\$72.71
Contributions to Outside Boards & Agencies	\$69.14
Social Services (DSSAB)	\$62.82
Debt Charges (Capital Projects)	\$51.62
General Corporate Expenses	\$37.46
Long Term Care and Senior Services	\$19.74
Development Services (Planning & Building)	\$17.89
Legislated/Tax Rebate Programs	\$13.45
Total	\$1,000.00

## What Your Water Bill Pays For

In addition to the services provided by the municipal property taxes, the City also operates the water and sewer systems to mandated provincial standards in keeping with the approved long term financial plan for drinking water. The plan balances a sustainable water system, affordable rates and a progressive water rate structure that benefits those who conserve. Your water and sewer services are paid for through the water bill.



## How Your Water Bill is Calculated

There are two parts to the proposed water rates for residential customers:

1. Fixed cost of \$314.63 a year for single detached residential properties
2. "Volumetric" charge for water used of \$1.887/m<sup>3</sup>

For the average Thunder Bay household, the proposed 2022 water rate equals a \$20.12 increase, or 3.0%, over 2021 rates, with total costs for all water services averaging only \$1.89 a day.

Wastewater charges will equal 90% of the total water fixed cost and volumetric charge.

For the average Thunder Bay household, the combined water and wastewater increase as proposed equates to \$3.19 per month, or 3.0%.

## What the City CAN do.

To set the annual budget, Council must balance the following:

- Services – Should some services be decreased or eliminated? Which ones? Should some new services be introduced?
- User fees – What user fees should be increased? Should new user fees be applied to other programs and services?
- Municipal tax levy – To what degree, if any, should the municipal tax levy be raised to fund the services Council and the community want to increase, add or maintain?

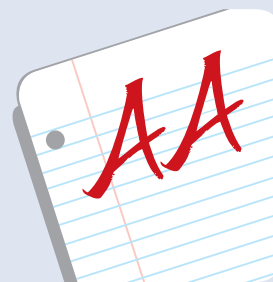
## What you, the Citizens, CAN do.

Give your opinion. This input process gives you the opportunity to provide your views to Council.

The 2019 Citizen Survey Final Report is available at [www.getinvolvedthunderbay.ca/citizen-satisfaction-survey](http://www.getinvolvedthunderbay.ca/citizen-satisfaction-survey)

### Did you know?

In 2021, the City maintained its credit rating of AA Stable based on strong continued budgetary performance. The City's positive credit rating is important to you as a taxpayer. A strong credit rating makes it less expensive for a municipality to borrow money. That's ultimately passed on to you when a lower cost of debt shows up in the City's Operating Budget.



# BUDGET 2022 - Have Your Say

---

**Mail to:**

Finance Division

500 Donald Street E, P.O. Box 800

Thunder Bay, ON

P7C 5K4

Or complete it online at: [www.getinvolvedthunderbay.ca/citybudget11](http://www.getinvolvedthunderbay.ca/citybudget11)

---

**1. In what areas would you like to see MORE Investment?**

---

---

---

**2. In what areas would you like to see LESS investment?**

---

---

---

**3. Are there specific items in the proposed 2022 budget you strongly support?**

---

---

---

**4. Are there specific items in the proposed 2022 budget you strongly disagree with?**

---

---

---

**5. Do you feel that anything is missing from the proposed 2022 budget?**

---

---

---

**6. Do you have any other suggestions for City Council to consider when deciding on the 2022 budget?**

---

---

---